United Nations system

**Chief Executives Board
for Coordination**

28 June 2004

Conclusions of the seventh session of the High Level Committee on Management

(International Maritime Organization, London, 8 and 9 March 2004)

Contents

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I. Introduction

1.   The High Level Committee on Management (HLCM) held its seventh regular session in London from 8 to 9 March 2004 at the invitation of the International Maritime Organization (IMO). The list of participants is contained in annex I. The agenda of the session (CEB/2004/HLCM/R.1/Rev.1) focused on:

(a)   Security and safety of staff;

(b)   Measures to improve system-wide mobility;

(c)   Finance and Budget Network issues;

(d)   Human Resource Network issues;

(e)   Information and communication technologies.

2.   All documents related to the session and presentations thereto can be viewed on the Committee web site: http://ceb.unsystem.org/hlcmsessions/.

3.   The agenda was adopted by the Committee.

4.   At the opening of the session, Roger Jones of IMO welcomed Committee members on behalf of the Secretary-General of IMO.

II. Security and safety of staff

A. Preparations for the 2004 census of staff

5.   The Committee heard an update from the secretariat of the Chief Executives Board for Coordination of the United Nations System (CEB) on work with the Office of the United Nations Security Coordinator to enable more accurate data collection in the 2004 census. The census would be held on 1 April 2004 and organizations had already been provided with an automated return system that required them to provide information on staff names and numbers by location and contract type. Focal points were being established in each organization, who would be responsible for receiving and signing off on their respective data and returning it to the CEB secretariat no later than 15 April 2004.

6.   Several Committee members voiced concerns over the request for inclusion of staff names in the census. It was pointed out that staff members moved regularly throughout the United Nations system; thus, the data would become inaccurate almost immediately and problems could arise if a claim was made for a staff member who was not named in the insurer's records. The World Health Organization (WHO) also raised the concern that, even if such data were only for the record of the CEB secretariat, it would be obliged to pass such information to the Malicious Acts Insurance Policy underwriters, if requested.

7.   The Committee:

(a)   Agreed that the 2004 census should include data on numbers of staff by location and contract type but without the names of staff members;

(b)   Requested all organizations to review their census process so as to ensure thorough, rigorous and timely census returns;

(c) Requested the CEB secretariat to investigate any anomalies in the data received with individual organizations and, if the count was not rigorous, to refer the matter back to the Committee for a review of the entire census process.

B. Report on Headquarters security and safety

8. The Committee was informed that the fifth annual meeting of the United Nations Security and Safety Services Network had been held the previous week at Interpol headquarters in Lyon, France. The key agenda item was the presentation of the Headquarters Minimum Operating Security Standards for United Nations system-wide acceptance. The Standards had been established by the secretariat entities in December 2003. In addition to defining standards for the physical security of headquarters complexes, access control, training, weaponry and so forth, the Standards also contained a new profile for security officers that would be more closely aligned with national uniformed services. However, a great deal of consultations with various parties, such as staff representatives and the United Nations Joint Staff Pension Fund, would be required before the new profile of security officers could be introduced. The Office of Human Resources Management of the United Nations Secretariat would take the lead in this matter.

9. In Interpol's assessment, the United Nations system was among international organizations most vulnerable to terrorist attack. The participants of the Network had agreed that the Standards should be applied to all United Nations system headquarters locations. As the Bretton Woods institutions were not present at the last Network meeting, they would be consulted bilaterally. In a previous meeting of the Network, participants had already agreed on the format of a global United Nations identity card/building pass and the basic technology for a global access control system. The new system to be implemented by the United Nations Secretariat would constitute a model for such a system. The system will be sufficiently flexible to accommodate legacy systems and incremental enhancements as required by individual organizations.

10. The Network also concluded that it would be useful for the Board to issue another policy statement on security to demonstrate commitment at the highest level to staff security. A draft policy statement would be presented to the HLCM/CEB secretariat in due course.

11. The Committee was concerned about the definition of "headquarters" within the Standards and raised a number of issues relating to the funding required to bring organizations up to those standards. There was recognition that organizations housed in the same location should coordinate on the matter. Experience in some organizations had shown that involvement of local security authorities was a fundamental requirement, particularly in the areas of vulnerability, threat and risk assessment; some national authorities had agreed to partial funding of security improvements in United Nations facilities. Of particular concern was the need to avoid the creation of "soft" targets whereby some organizations improved security and others did not. The Network was of the opinion that a system-wide acceptance of the Standards would constitute a powerful basis for additional funding to enhance security. They had noted that security was not always considered as a core activity and did not receive adequate funding. While the Standards set minimum standards, they also provide for alternative mitigating measures in the event of its not being

possible to fully implement the established standards but this must be documented. The Standards will be submitted to expert groups outside the United Nations for validation.

12.   It was noted that, in light of the many initiatives being undertaken under the auspices of the Network, it had been proposed that a permanent secretariat for the Network be established. This proposal was being studied and would in due course be presented to the Committee. Some Committee members expressed concern regarding the relationship, and possible overlap, between the work of the Network and the Office of the United Nations Security Coordinator and underlined the need for more consistency and integration in the work of the two groups.

13.   The Committee:

(a)   Stated its interest in working collectively to produce basic security standards for all United Nations staff and facilities while maintaining some levels of flexibility to accommodate local conditions with the aim of greater centralization of security management in the United Nations system, particularly with a view of providing clarity of where individual responsibilities lie and also requested clarification on the definition of "headquarters";

(b)   Noted the intention of the United Nations Security and Safety Service to prepare a draft security policy statement for submission to the Board;

(c)   Agreed that, although security spending was a critical issue, the planned budget increases for spending by the Office of the United Nations Security Coordinator could not be met from cost-sharing methods and must, therefore, be a priority item in the United Nations budget to be put before the General Assembly.

C.   Results of the survey on total expenditures on security

14.   The Committee received a report from the CEB secretariat on the survey (CEB/2004/HLCM/R.2) to determine United Nations system spending (costs for 2003 and budgets for 2004) in the following eight categories for headquarters and the field:

(a)   Direct costs for staff responsible for security;

(b)   Security missions;

(c)   Costs relating to communications supplies;

(d)   Costs relating to evacuation or other events (2003 only);

(e)   Costs relating to compliance with the revised Minimum Operating Security Standards;

(f)   Installation/upgrading of security facilities;

(g)   Insurance;

(h)   Other.

15.   Responses to the survey had been received from 23 organizations and a number of issues relating to the collection and delineation of the data were highlighted, in particular: over-lapping and double-counting where organizations provide security services for each other; how to account for shared services such as

the Office of the United Nations Security Coordinator; confidentiality of data; costs that are embedded in associated budget line items; and budget appropriation and accounting cycles which made it difficult to verify the requested data.

16. The Committee thanked the Secretariat for the work done so far and agreed that a working group be established to report back to the next session of the Committee on how security costs should be categorized for reporting purposes. This would then enable all organizations to report security spending in a consistent and transparent manner. The working group should involve the Finance and Budget Network and should include, in its proposals, how to address the issue of accounting and reporting for spending on security that was cost-shared.

D. Briefing by the Chair on the work of the Accountability Panel on security in Iraq

17. The Committee was informed by the Chairperson that the report of the Accountability Panel had been received by the Secretary-General of the United Nations on 3 March 2004. Significant changes had already been made in the handling of security issues at duty stations and field offices and the Secretary-General was considering what further action was required subsequent to the findings of the report. The report was for internal United Nations purposes and disclosure of its contents, if at all, was likely to be selective, so as not to undermine the rights of the staff involved. Work on a review of how security was managed in the United Nations Secretariat, which had been halted following the events of last August, would also recommence and its results might be used to reinforce requests to the United Nations General Assembly for two planned increases to the budget of the Office of the United Nations Security Coordinator.

E. United Nations humanitarian air service liability issues

18. The Committee received a presentation from the World Food Programme (WFP) (CEB/2004/HLCM/R.11) on its proposals for how organizations should cover the liabilities of their own staff on WFP-administered flights. Although several organizations supported in principle the need to provide cover for their own staff, questions were raised regarding the following: the possibility of increasing or providing additional coverage, building such costs into the air service operations budget, liabilities for non-United Nations staff on flights and the introduction of an insurance tax.

19. The Committee thanked WFP for its work to date on this issue and asked it to lead a small group to consider the options for resolving this matter, in particular the following options be considered: (a) WFP would pay for more coverage and raise its costs to organizations appropriately; (b) the United Nations would pay for all air passengers; or (c) flights would be limited to United Nations staff only. Organizations wishing to participate in the work of the group were requested to identify themselves to WFP.

III. Update on the work of the High Level Committee on Programmes

20. The Committee was informed of the outcome of the recently concluded meeting of the High Level Committee on Programmes (HLCP) held in Beirut from 26 to 27 February 2004. The main themes taken up by HLCP in preparation for the forthcoming CEB spring 2004 session (Vienna, 2 and 3 April) included "Curbing Transnational Crime" and "Bridging the Digital Divide", the two themes on which the Secretary-General would be presenting comprehensive reports to the General Assembly this year in accordance with his Road Map on the implementation of the Millennium Declaration. Another important issue taken up by HLCP involved challenges to multilateralism, with a view to contributing to the Board's discussion on this issue, which the Executive Heads had begun at their retreat in autumn 2003. In addition, HLCP also had taken up the issue of conflict prevention, the 2005 comprehensive review of the implementation of the Millennium Declaration and the follow-up to the Monterrey and Johannesburg Conferences. A summary of the report would be circulated to HLCM members. The Committee was also informed that, taking advantage of her presence in Beirut, the Chairperson of HLCM had been invited to give a briefing on the work of HLCM.

21. The Committee expressed its wish for closer communication between HLCM and HLCP to enable the meaningful and practical sharing of information and asked the CEB secretariat to provide suggestions on how this might be achieved.

IV. The impact on management and programmes of the changing relationship between regular and voluntary funding

22. The document (CEB/2004/HLCM/R.3) was presented by WHO as Chair of the Working Group. Most organizations now had a core fund and some mechanism for dealing with the increasing amount of other voluntary funding, and the Working Group had made a number of recommendations based on an analysis of the issue from a management perspective. The Working Group, at its meeting in Paris from 4 to 5 February 2004, had discussed issues of: (a) the programme implications of a shift in balance between the two types of funding; (b) the need for the rationalization of reporting requirements and, in particular, the progress that had been made through the United Nations Development Group towards a simplified reporting system and its applicability to the United Nations system as a whole; (c) agreement on the basic principles produced by the Finance and Budget Network Working Group on programme support costs, namely, that fixed costs were to be excluded from the recovery mechanism and direct support functions clearly attributable to a project should be charged to a project's budget.

23. Committee members spoke in support of the document of the Working Group and also the work of the Finance and Budget Network on support costs. It was important that all organizations apply a common approach to resource mobilization, thus preventing situations whereby donors were able to negotiate bilateral agreements with organizations on a competitive basis. Pressures on areas such as human resources management and the equitable treatment of staff when faced with fluctuating financing required ongoing consideration and flexible solutions.

24.   The Committee:

(a)   Agreed that results achieved through the United Nations Development Group process should be widely shared throughout the system; that the Finance and Budget Network should look into the possibilities of instituting a simplified financial reporting system throughout the United Nations system, taking as a basis the work of the United Nations Development Group in this area; and that, as a part of this effort to simplify reporting and formats, the Finance and Budget Network should look into the possibility of simplifying and standardizing inter-agency reporting, or encourage the agreement among agencies that they all accept reports in the format in which they were provided by the reporting agency, which would greatly reduce transaction costs;

(b)   Supported the direction being taken by the Finance and Budget Working Group on support costs and encouraged it to continue its work expeditiously, including the question of the programme support costs to be charged in projects involving more than one organization of the United Nations system;

(c)   Requested the Working Group to provide a short paper for the next session of the Committee, for transmission to the Board, on the issue of acceptance of contributions to which donors attach conditions concerning procurement and staff recruitment;

(d)   Reaffirmed the principle of single audit by the United Nations Board of Auditors or those external auditors appointed by each respective organization, and the need to ensure that this principle is respected without exception in all agreements (including implementation thereof) with donors;

(e)   Requested human resources managers in the United Nations system to look into issues related to the implications of the growth of voluntary contributions in relation to the management of human resources, including the reconciliation of the principle of the equitable treatment of staff with the unpredictability of funding, the need to adjust staffing levels to changing skill requirements and fluctuations in resource levels;

(f)   Agreed that it would be useful for organizations to try to develop a common approach to individual donors, or groups of like-minded donors, and requested the CEB secretariat to organize a networking event for this purpose which could include those responsible for fund-raising;

(g)   Asked the CEB secretariat to bring to the attention of the High Level Committee on Programmes the fact that governing bodies in organizations throughout the system already have the possibility of laying down the policy framework for all activities (for instance, in programme budgets, medium-term plans, strategic policy frameworks, multi-year frameworks, etc.) and that such frameworks should be used to manage programmatic issues arising from the changing relationship between regular and voluntary funding.

V. Measures to improve system-wide mobility

A. Inter-agency mobility: report of the Working Group

25.   The Committee received a progress report of the Working Group on Mobility (CEB/2004/HLCM/R.4) and looked forward to the presentation of a draft text of an Inter-Agency Mobility Accord at the fall session of the Committee. It was recognized that, although the Accord would be a valuable tool, there was a real need for all organizations to take concrete action on the issue, in particular: to accept staff from other organizations, to value secondments and to change staff rules and regulations, where necessary or appropriate, so as to treat applications from any United Nations staff member for a position as an internal candidate, regardless of their current organization. United Nations Educational, Scientific and Cultural Organization (UNESCO) highlighted the work of the United Nations Development Group in this regard, with reference to efforts to harmonize policies and to recognize the experience of released staff in terms of career management and development.

26.   Recalling the need to ensure that effective incentives were in place to facilitate the movement of staff across the system, in particular to difficult and high-risk duty stations, the results of a recently completed worldwide United Nations system staff opinion survey on the mobility and hardship allowance would soon be presented to the Human Resources Network. The CEB secretariat also recalled that the International Civil Service Commission (ICSC) would be taking up the issue of mobility and hardship allowances at its forthcoming session.

27.   The Committee:

(a)   Agreed that initiatives to enhance inter-agency mobility should be sustained;

(b)   Requested the CEB secretariat to conduct a questionnaire-based exercise to determine the baseline for organizations with regard to efforts to increase or facilitate inter-agency mobility and then to present its findings, in the form of a matrix, to the fall session of the Committee;

(c)   Agreed that the matrix, once developed, should be updated on an annual basis.

B. Recognition of domestic partnerships

28.   At its sixth session (20 and 21 October 2003) the Committee had considered a progress report (CEB/2004/HLCM/R.5) on the work being done to develop a common approach to the issue of recognition of marriage (including common law marriage) on a non-discriminatory basis and of domestic partnerships. In this context the United Nations, as the convener of the Human Resources Network, introduced the document before the Committee, which contained proposals, requested by the Committee, from the Human Resources Network on policies on (a) same-sex marriages legally recognized by the staff member's home country and (b) domestic partnerships legally recognized by the staff member's home country. In addition, the Committee was informed that, the Human Resources Network would continue its work to develop a process for determining the treatment of domestic

partnerships that did not enjoy any form of legal recognition in the staff member's country of nationality.

29. The Committee was also informed that, following the publication of the United Nations Secretary-General's bulletin issued on 20 January 2004 (ST/SGB/2004/4) establishing a policy for determining family status for purposes of United Nations entitlements, the United Nations Secretariat had received nine requests from United Nations staff members for the recognition of a domestic partnership or same-sex marriage. The United Nations Industrial Development Organization (UNIDO) had reported to the Committee that it had been able, via a gender-neutral application of its staff rules, to recognize domestic partnerships successfully. However, some organizations would need to refer the matter to their respective executive head and/or governing body, for approval, prior to possible implementation. The International Telecommunication Union (ITU) had expressed its concern that the text of the policy stated that marriages were only recognized for benefits in reference to the laws of the country of the nationality of the staff member, whereas ITU had always recognized legal marriages enacted in third countries.

30. In taking account of the views expressed, the Committee:

(a) Reached general agreement[1] on the following principles for consideration by CEB at its next session:

Policy on Domestic Partnerships

Recognition of family status for dependants of United Nations staff members is an increasingly important concern particularly with regard to issues of the recruitment, retention, mobility and security of United Nations system staff. It is also an issue of equity.

Executive Heads affirm the following principles with respect to the recognition of marriage and domestic partnerships as set out below:

- Family status for the purpose of entitlements is determined by reference to the law of nationality of the staff member concerned;

- A marriage recognized as valid under the law of the country of nationality of a staff member will qualify that staff member to receive the entitlements provided for eligible family members;

- A legally recognized domestic partnership contracted by a staff member under the laws of the country of his or her nationality will qualify the staff member to receive the entitlements provided for eligible family members.

Each organization will endeavour to implement these principles, having regard to its own circumstances and requirements. Organizations will also share information, through the High Level Committee on Management Human Resources Network, on countries that have enacted

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[1] FAO reserved its position on these principles; UPU has reserved its position until a decision is taken by its Governing Body; ITU has reserved its position as it considers the principles too restrictive with regard to limiting recognition of marriage to the law of the country of the nationality of the staff member; and UNESCO is currently consulting on the principles and will shortly decide on this matter.

legislation on same-sex marriages, and/or domestic partnerships, on the basis of which one or more organizations have established family entitlements.

(b) Took note of the further work to be carried out under the auspices of the Human Resources Network;

(c) Requested the CEB secretariat to consult with the United Nations Joint Staff Pension Fund secretariat on an approach for implementation of this policy by the Fund.

C. Spouse employment

31. The Committee received an update from the CEB secretariat on the initiatives it had taken to address the issue of spouse employment, namely that the CEB had joined the Permits Foundation as an observer with the aim of knowledge-sharing, and subscriptions had been paid to www.partnerjob.com for 2004 for nine organizations on a pilot basis.

VI. Human resources issues

A. Reform of the pay system

32. The Committee received a presentation from the CEB secretariat that recalled (a) the concerns of the CEB with the current pay system, (b) the Committee's decision at its third session that the features of the reform "would provide a much needed basis for the improvement of organizational performance … represented a fundamentally new way of managing staff … and that there was a political and business case for modifying the pay and benefits system", and (c) the statement adopted by the Committee at its fourth session for the Secretary-General to present to the General Assembly which reaffirmed the Committee's strong support for a more competitive, flexible and responsive pay and benefits system and requested ICSC to give the highest priority to completing its work. The Secretariat reported that a new job classification standard for the professional and higher category had been promulgated on 1 January 2004 and that a pilot study to link remuneration more directly to contribution through a broad-banded pay structure and reward for contribution would begin in three organizations (the World Food Programme, the Joint United Nations Programme on HIV/AIDS and the International Fund for Agricultural Development) on 1 July 2004. Finally, in related initiatives, the ICSC, at its fifty-eighth session, would begin its review of a range of allowances currently in force, such as the mobility and hardship allowance, education grant, and a range of leave and separation benefits, and give consideration to the introduction of strategic bonuses. The CEB secretariat concluded that the remaining issue to be resolved was the inaction by ICSC to date on the revision of the Noblemaire principle.

33. The Committee requested the CEB secretariat to circulate electronically a draft statement for adoption by the Committee on behalf of CEB, to be made at the fifty-eighth session of ICSC, allowing 48 hours for comment by HLCM members. It also

requested that any such draft statements be circulated in advance of future HLCM sessions to allow for consultation.

B. Introduction of the Senior Management Service

34.   The Committee received the report of the Human Resources Network on the establishment of a Senior Management Service (CEB/2004/HLCM/R.6), which had been prepared in response to the HLCM decision at its fifth session, in which it had agreed with the Human Resources Network's proposals to further the development of a Senior Management Service under the aegis of CEB on the understanding that the link to the United Nations System Staff College's Leadership and Management Programmes would be strengthened and made more explicit. A Working Group of the Human Resources Network had met on the premises of the Staff College in Turin, Italy, from 19 to 21 January 2004.

35.   The spokesperson of the Human Resources Network presented the document containing the proposal of the Human Resources Network on the introduction of the Senior Management Service. Such a service was intended to build managerial capacity throughout the system in order to improve organizational performance, and to contribute to the creation of a common managerial culture. It would complement existing management development programmes in organizations and in no way diminish the prerogative of executive heads to create posts or appoint staff. The implementation of the Service was an ongoing process and could be extended, inter alia, to include the development of an assessment approach for movement of staff into and out of the Service, as well as models/frameworks for performance accountability contracts and other tools for organizations.

36.   The Committee:

(a)   Agreed to recommend that the CEB approve the establishment of a Senior Management Service in the United Nations common system, as described in annex IV to the present report;

(b)   Requested all organizations to take the necessary actions as set out in annex IV of the present report;

(c)   Requested the Human Resources Network to continue to refine the competency map and to develop a learning framework for a leadership and management development programme together with the Staff College;

(d)   Requested the CEB secretariat to follow up and provide support to the creation of the Senior Management Service.

C. Question of equitable geographic representation

37.   The Committee received an update on organizations' policies and practices on the question of equitable geographic representation (CEB/2004/HLCM/R.7 and CEB/2004/HLCM/R.7/Add.1); UNESCO, WHO, FAO, WFP and the United Nations University had updated their information since the last time such information had been reported in March 2002. It was recalled that the General Assembly had requested the Board to consider this question and to report thereon to the General Assembly at its fifty-ninth session.

38.   The Committee requested to be kept abreast of developments on this issue on a regular basis in view of the need to inform the General Assembly on the status of ongoing inter-agency work in this area.

VII.   Information and communication technologies issues

A.   Progress report on the United Nations system search engine

39.   The Committee noted with appreciation the progress of the work (CEB/2004/HLCM/R.8) being undertaken by the Information Technology Services Division of the United Nations Secretariat on the implementation of the pilot project for the United Nations system search engine, which was intended to provide a single entry point to United Nations system information. Over the past few months this had entailed working with the web masters of the CEB organizations to "clean up" United Nations system public web sites and links. This process would need to be undertaken with related organizations and other United Nations system entities. It was noted that the United Nations had set aside a major portion of the Google search appliance it had purchased for this pilot project, a total of 15 million pages, and it was hoped that by cleaning up the public sites it would be possible to fit the whole system onto the three collections already allocated. It was expected that this process, including internal testing for appropriate search results, might be completed within the next six months, at which time the search engine would be opened to the public. The goal was to provide users with the option of searching an individual organization's site and/or all other United Nations system sites in a single query.

B.   Update on the United Nations system Extranet project

40.   The Committee recalled that, at its fourth session, in October 2002, it had reiterated the value of establishing a United Nations system Extranet to maximize exchanges of information and facilitate increased communication among United Nations system staff. At that time, the Committee had noted that the first priority was to ensure universal connectivity and urged those organizations that had not done so to complete the technical work necessary to enable them to access the system.

41.   All but four organizations were now connected to the Extranet (CEB/2004/HLCM/R.9), and two were in the process of connecting. Demand for the use of the Extranet in order to host applications had grown, and its content had expanded substantially to the point where a content management tool was required. It was noted that all the work undertaken so far on the Extranet had been done by the lead agency, the Information Technology Services Division, working with the CEB secretariat. Considerable resources had been invested by the Division to establish the Extranet, but in order to maintain and further its development, dedicated resources would be required, which were not available in the present CEB secretariat budget.

42.   The Committee:

(a)   Thanked the Information Technology Services Division of the United Nations Secretariat for its contributions to establishing the Extranet platform and agreed that this project should be further developed;

(b)   Agreed to the creation of a P-2/P-3 post for support of the Extranet project in the Division, with a budget of up to $100,000 per annum, for the 2004-2005 biennium. The agreement was reached on the understanding that the overall budgetary requirements for the Extranet project would be presented to the fall session of the Committee, within the context of the presentation of the total CEB secretariat budget for 2006;

(c)   Decided that, in future, the CEB budget would be presented at the fall session one year before the end of the preceding biennium, so as to provide organizations time to include their cost-sharing responsibilities within their own budgets and to avoid later, significant add-ons; at the request of some organizations with different budget cycles some preliminary indications of the amounts and related cost-sharing implications would be forwarded by June (see also section X.B on the CEB secretariat budget).

C.   Information security

43.   The Committee was informed that the issue of information security, in particular that pertaining to the disclosure of information regarding United Nations system staff members, had been discussed recently at a meeting of United Nations system legal advisers. It was their view that a common policy would not be practical, but they would stand ready to assist the Committee in this matter. In the first instance, it could be useful to undertake a survey of what policies existed in various organizations of the system. It was also noted that the United Nations Secretariat was in the process of elaborating such a policy statement, which could be used as a guide for other organizations in the future, and that the matter would need to be reverted to.

44.   The Committee:

(a)   Requested the CEB secretariat to undertake a survey of existing policies in the area of information security and to continue to pursue the matter with information and communication technologies and human resources managers with the assistance of the legal advisers;

(b)   Also requested the CEB secretariat to follow up on the Chairperson's request for the establishment of a list of focal points in each organization who would be responsible for disseminating messages from the United Nations Secretariat in cases of emergency.

D.   Procurement issues: global contracts in the area of information and communication technologies

45.   The Committee heard an update from the United Nations Secretariat on a number of contracts that had recently been extended and/or negotiated, for example, with SITA and Cisco, the details of which were available on the www.iapso.org web site. Of particular interest was a recently negotiated contract with British Airways for a system-wide discount of approximately 10 and 15 per cent on short- and long-haul flights respectively. This agreement did not supersede any existing local agreements and the United Nations was in discussions with other airlines that had expressed interest in such arrangements.

E. United Nations Development Programme presentation on its implementation of enterprise resource planning

46. The Committee thanked the United Nations Development Programme for an informative and detailed presentation on its implementation of enterprise resource planning and asked that the presentation be made available on the HLCM web site.

VIII. Finance and budget issues

A. Oral report on the Finance and Budget Network meeting

47. The Office of the United Nations High Commissioner for Refugees, as the convener of the Finance and Budget Network, gave a presentation reporting on the discussions of the Network meeting held in Geneva from 25 to 27 February 2004. The Finance and Budget Network had a lively and constructive meeting and had produced recommendations on a number of important issues: (a) the review of United Nations accounting standards; (b) after-service health insurance liabilities; (c) long-term care; (d) cash management and investment policies; (e) results-based budgeting; (f) tax reimbursement policy; and (g) support costs on extrabudgetary activities. The Finance and Budget Network had also been addressed by a guest speaker, Michel Camdessus, the former Managing Director of the International Monetary Fund, who had spoken on the theme of the need for closer links between those "who manage the dreams of the United Nations and those who administer and deliver them".

48. The Committee:

(a) Agreed to the proposal by the Finance and Budget Network for the creation of a joint Finance and Budget/Human Resources Working Group on the issue of long-term care, as this was an important human resource issue that may have financial implications;

(b) Agreed to include in the agenda of the next session of the Committee the issues of: (i) cash management and investment policy, and (ii) tax reimbursement policy;

(c) Requested that the Finance and Budget Network review all cost-sharing arrangements, including those for security.

B. United Nations system accounting standards

49. The Committee supported the work of the Task Force on Accounting Standards (CEB/2004/HLCM/R.12), and there was a strong consensus to recognize that an additional cost-shared budget would be necessary to meet the project timetable for the necessary development of United Nations accounting standards. Some organizations had already received criticisms from their external auditors and there was a danger that this situation could ultimately affect funding. However, the Committee also expressed its concern that this had already been a lengthy process that needed to be resolved expeditiously.

50.   The Committee:

(a)   Approved the changes to the Accounting Standards as contained in annex 1 to the CEB document, which affected the following paragraphs in the Standards: 1, 28, 29, 31 (new paragraph), 46, 48, appendix III (A and B) — statement II, and appendix IV (A and B) — statement III and included the addition of a glossary of accounting and budgetary terms;

(b)   Agreed that a project resource should be recruited with the terms of reference to advance the development of United Nations accounting standards, as proposed by the Finance and Budget Network, and including practical information on how and when to fully implement the recommended standard; that a total project budget of $881,000 should be cost-shared among organizations to fund such a resource, on the understanding that organizations would be billed on the actual expenditure; and that the following project timeline and deliverables should be strictly observed, it being noted that, although the original schedule had slipped, recruitment should start immediately:

January 2004	Project budget approved by finance directors
February 2004	Appointment of dedicated staff resources
March/April 2004	Appoint external consultants
April 2004	Identification of groupings of United Nations entities
April/May 2004	Detailed work plan finalized
June 2004	Progress report 1 as defined in the work plan, which includes any standards that can be incorporated into the Standards by the Task Force
July 2004	Task Force review of progress report 1 and incorporation of selected standards into the United Nations Standards
November 2004	Progress report 2, outlining preliminary views on recommended standard or best practice
February 2005	Completion and presentation of report for phase 1, including recommendation on the standard or best practice or combination thereof to be adopted, and the major implications for each group of United Nations entities
February 2005	Detailed work plan for phase 2

C. Support costs

51. The Committee received a progress report (CEB/2004/HLCM/R.13) from UNESCO on the Finance and Budget Network's Working Group on support costs related to extrabudgetary activities. In an effort to provide better transparency on practices within organizations, agreement had been reached on definitions for "fixed costs", "recoverable support costs", "direct costs" and "indirect costs" with a view that direct incremental costs should be charged directly to the extrabudgetary project and that indirect incremental costs should be recovered, on the basis of percentage rates to be determined. Some organizations cited examples of situations where percentage rates had become an issue with donors; it was therefore agreed that there was a need for a common and transparent methodology.

52. The Committee took note of the work of the Finance and Budget Network and reiterated its high level of interest in the issue.

IX. Dialogue with the Federation of International Civil Servants' Associations and the Coordinating Committee for International Staff Unions and Associations of the United Nations System

(The statements of the representatives of the staff bodies are attached as annexes II and III.)

53. The Committee engaged in fruitful dialogue with the representatives of the staff bodies on issues related to its agenda and in particular on (a) domestic partnerships, including the emphasis placed on the need for a common system approach and offers of assistance for the staff associations to be involved in work on this issue, (b) reform of the pay and benefits system, including an indication from the Federation that it would voice its reservations on the introduction of broadbanding at the forthcoming session of ICSC, (c) introduction of a Senior Management Service, with a suggestion that such management development efforts were required at all levels in organizations, (d) mobility, (e) security, including the need for zero tolerance of failure to follow the appropriate security rules and procedures, and a proposal from the Coordinating Committee to circulate proposals on how the United Nations security service should be improved, and (f) hazards and hazard pay.

54. The High Level Committee on Management:

(a) Thanked the representatives of the staff bodies for their active engagement with the Committee and, in particular, the support voiced for certain initiatives such as the draft policy statement for the Board on the issue of domestic partnerships;

(b) Took note of the information that the Federation intended to revert to the Committee on the issue of financial support in due course;

(c) Requested the representatives of the staff bodies to work with the CEB secretariat to identify focused priorities for presentation to the Board so as to ensure a constructive discussion on those issues where the staff bodies were seeking

specific CEB support, with accompanying more-detailed written statements as necessary.

X. Chief Executives Board for Coordination secretariat issues

A. Recruitment of staff for the Board secretariat

55.   The Director of the CEB secretariat briefed the Committee on the process followed for the recruitment for the positions of Secretary of HLCM and Secretary of HLCP, which had entailed the establishment of selection panels from among CEB/HLCM/HLCP members to ensure transparency and inclusiveness and which would be repeated for the filling of all other CEB secretariat positions (which included the human resources, finance and budget and information and communication technologies advisers, as well as two positions in the New York office). There would be a continuing emphasis on managing an open process that was inclusive of the membership of the CEB.

56.   The Committee took note of the information and expressed appreciation for the manner in which the selection process was being conducted.

B. Budget of the Board secretariat

57.   The Director of the CEB secretariat recalled that this was the first biennium where there was one jointly financed secretariat. He further noted that in developing the CEB secretariat proposals a commitment had been made to the Board to accommodate the 2004-2005 budget requirements without a real increase in the overall amounts assessed to CEB organizations under the former inter-agency mechanisms. As agreed, the situation was to be reviewed as experience was gained in working with the new high-level committee structure and the concomitant demands being placed on the secretariat. Discussions at the HLCM meeting, particularly in the context of the resources requested for the accounting standards and Extranet projects, had underscored that a review of the requirements was necessary. It was also clear that the Finance and Budget Network would need to review the issue of cost-sharing, with a view to making proposals to incorporate funding from the organizations not presently contributing to funding the CEB secretariat. It was noted that both the review of the requirements and cost-sharing would be undertaken so as to incorporate their results into the preparation of the biennial budget for 2006-2007.

58.   The Committee requested the CEB secretariat to present its draft budget for the period 2006-2007 to the next session of the Committee and that this budget should include appropriate cost-sharing based on the revised CEB membership and revised requirements based on requests from the high level committees, with possibly a line item for contingency for unforeseen priority activities, as necessary.

XI. Other business

A. United Nations Development Programme lump-sum payments for relocation

59. The Committee was reminded that UNDP would report on this matter at the next session of the Committee.

B. Inter-Agency Games

60. The members of the Committee shared information on the support they offered to staff who participated in the Games; the majority providing time off, while some also offered financial support.

61. The Committee agreed that a general, common policy on the support to be offered to staff participants in the Games would be desirable and to this end requested the CEB secretariat to survey organizations on their current practices.

C. Date and place of next meeting

62. The Committee:

(a) Agreed that the fall session of the Committee should be held in the last week of September or the first week of October. WFP kindly offered, subject to confirmation, to host the meeting. It was agreed that the meeting would be held in Italy;

(b) Suggested that consideration be given to holding an informal session of the Committee.

Annex I

List of participants

Chair:
Catherine Bertini

Vice-Chair:
David Waller

Secretary:
Mary Jane Peters

Organization	Name and title
United Nations	Catherine Bertini, Under-Secretary-General for Administration and Management
	Rosemary McCreery, Assistant Secretary-General, Human Resources Management
	Andrew Toh, Assistant Secretary-General, Central Support Services
	Jan Beagle, Director, Division for Organizational Development
International Labour Organization	Don Skerrett, Executive Director, Regions and Technical Cooperation
Food and Agriculture Organization of the United Nations	Khalid Mehboob, Assistant Director-General, Administration and Finance Department
United Nations Educational, Scientific and Cultural Organization	Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management
	Yolande Valle-Neff, Director, Bureau of the Budget
World Health Organization	Alejandro Henning, Managing Director, Human Resources Services and Policy Development
	Hilary Wild, Comptroller
World Bank	Peter J. Gallant, Security Manager
Universal Postal Union	Moussibahou Mazou, Deputy Director General, International Bureau
	Michael Mauer, Director of Human Resources
World Meteorological Organization	Workneh Degefu, Acting Director, Resource Management Department
International Telecommunication Union	Dirk Jan Goossen, Chief, Personnel and Social Protection Department

Organization	Name and title
International Maritime Organization	Roger Jones, Director, Administrative Division
	Alfredo Garofalo, Deputy Director, Conference Section
	Leif Gunnestedt, Head, Personnel Section
International Fund for Agricultural Development	Ana Knopf, Assistant President, Finance and Administration Department
United Nations Industrial Development Organization	Julio Camarena-Villasenor, Director, Human Resources Management
	Amita Misra, Director of the Financial Services Branch
International Atomic Energy Agency	David Waller, Deputy Director-General and Head of Management
United Nations Conference on Trade and Development	Victor Busuttil, Chief, Executive Direction and Management
United Nations Children's Fund	Ellen Yaffe, Comptroller
	Annamaria Laurini, Senior United Nations Affairs Officer
United Nations Development Programme	Jan Mattsson, Assistant Administrator and Director, Bureau of Management
Office of the United Nations High Commissioner for Refugees	Wendy Chamberlin, Deputy High Commissioner
	Werner Blatter, Director, Division of Human Resources Management
	Saburo Takizawa, Controller and Director, Division of Finance and Supply Management
	Arman Harutyunyan, Administrative Officer, Emergency and Security Service
United Nations Population Fund	Imelda Henkin, Deputy Executive Director (Management)
World Food Programme	Diana Serrano, Director, Human Resources Division
	Suresh Sharma, Director, Finance Division
	David Morton, Director, Transport, Preparedness and Response Division
	Tony Dowell, Chief, Legal and Insurance Service
International Trade Centre UNCTAD/WTO	Gian Piero Roz, Director, Division of Administration
UN-Habitat	Antoine King, Director, Programme Support Division

Organization	Name and title
United Nations International Drug Control Programme	Franz Baumann, Director, Division for Management
World Tourism Organization	Peter Shackleford, Head of Administration
World Trade Organization	Jacques Chabert, Director, Division of Administration and General Services
Joint United Nations Programme on HIV/AIDS	Johanne Girard, Manager, Human Resources
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Rick Cottam, Second Vice-President
Federation of International Civil Servants' Associations	Robert Weisell, President
	Anne Marie Pinou, FICSA Research/Liaison Officer
Comprehensive Nuclear-Test-Ban Treaty Organization	Pierce Corden, Director, Division of Administration
Chief Executives Board for Coordination secretariat	Qazi Shaukat Fareed, Director
	Mary Jane Peters, Secretary, High Level Committee on Managementk,
	Karina Gerlach, Senior Inter-Agency Officer
	Helen Frary, Senior Inter-Agency Adviser a.i.

Annex II

Statement by the Coordinating Committee for International Staff Unions and Associations of the United Nations System

The current situation for security inside the United Nations is characterized by:

(a)   fractured command and control arrangements;

(b)   limited linkage between agencies and higher Headquarters;

(c)   no career structure for security staff; and

(d)   very limited training and related career development.

Related problems include:

(a)   insufficient strong links between the United Nations Security and Coordinator and the United Nations Security and Safety Service networks;

(b)   other agencies largely "do their own thing" in matters related to security; and

(c)   no clear, structured centralized control of security policy across the United Nations family.

What is quite clear is the United Nations is left with the following results:

(a)   inefficient use of resources;

(b)   dangerous operational failures (and related loss of life);

(c)   limited understanding of, and reaction to, the threat at management levels;

(d)   failure to respond sufficiently fast to the "new reality" — that the United Nations and its staff are now considered to be a fair target by terrorist groups and organizations.

We believe this has been proven with the Canal Hotel bombing that cost many United Nations staff lives.

A long term approach is the preferred method of the staff unions, rather than short sharp policy change.

With all of the above in mind, it is our view that, as one of the legs towards better security for all, there is an urgent need to press for immediate action on the greater professionalization of the security function within the United Nations.

To achieve these goals the United Nations should:

(a)   place considerable emphasis upon recruiting high quality security staff;

(b)   set in place a training programme and career structure which covers the potential officer from basic entry level to at least P-5 and is designed to enable career progression and cross-posting, is applicable to all elements of the United Nations and is applicable to both secretariat and field staff, including Department of Peacekeeping Operations staff, Field Security Coordination Officers, etc.

Without getting too complex, it is obvious that career management of security staff will prove more effective if the system it is designed to support is properly structured.

There is therefore an urgent need for all strands of the function to be drawn together and coordinated by a single directorate.

United Nations Headquarters would be overseeing a directorate of security that would in turn be controlling training career management and operations.

Each of the organs outlined above would then link to and take policy direction from the United Nations Security and Safety Service, the United Nations Security Coordinator, the Department of Peacekeeping Operations and the agencies.

We believe, if implemented, this would achieve:

(a)   this new organization would become the "engine room" of security;

(b)   it would ensure sufficient deployment of security staff across the globe when and where required;

(c)   make sure that staff was properly trained in the various security-related disciplines;

(d)   provide the continuity which is so obviously lacking at present;

(e)   ensure that security staff had the opportunity to enjoy a full and meaningful security career; and

(f)   increase retention of trained staff and ensure that expensively-acquired expertise is not lost to the United Nations with all that this implies for the increased security of the United Nations and its staff.

Annex III

Statement by the Federation of International Civil Servants' Associations

I. Financing of the Federation of International Civil Servants' Associations

The Federation of International Civil Servants' Associations (FICSA) confirmed that it intends to pursue its request for financial assistance through the High Level Committee on Management and in so doing intends to resubmit to the Committee a carefully thought out proposal for financial assistance, working through the Human Resources and Finance and Budget Networks.

II. Domestic partnership

- FICSA praised the Secretary-General's decision on this issue, stressed the need for a common system approach to the recognition of domestic partnership, and highlighted the importance of such an approach in the context of enhancing mobility.

- Furthermore, in the interest of equity, FICSA reminded the Committee that the Human Resources Network had already indicated a statement of intent agreeing that further work should be carried out to develop criteria regarding those domestic partnerships that are not recognized as valid under the law of the staff member's nationality (category C). FICSA supported that this work continues with a view to resolving this aspect of domestic partnership recognition.

III. Pay and benefits

- Contrary to what was indicated in paragraph 3 of CEB/2004/HLCM/INF.3, FICSA clarified that it did not in fact participate in any of the three focus groups as it was boycotting the International Civil Service Commission (ICSC) at that time.

- FICSA expressed its strong reservations about the current efforts and proposals to reform the pay and benefits system and clarified that its reservations are not about the general concepts of reform but rather about the way in which this reform was moving forward.

- FICSA expressed its doubts in particular about broadbanding and pay for performance, and pointed out that its positions would be covered very extensively at the upcoming session of ICSC.

- FICSA pointed out that the level of consultation with the staff of IFAD and WFP could be a lot better than it was and that this had resulted in a lot of uneasiness among IFAD and WFP staff.

IV. Senior Management Service

- FICSA stated that there was a great need for improved management in the United Nations system at all levels and expressed its concerns over whether the establishment of a Senior Management Service would achieve this.

- FICSA pointed out that it was not only management skills for high-level managers that needed to be improved but those for mid-level managers as well.

- FICSA asked about the criteria for determining membership of the Service (who and which grades would be part of this service), what the relationship would be in the common system between those managers who would be in such a system and those who would not, how members of such a service could move from one organization to another, and how differences between the organizations would be reconciled.

- FICSA expressed the view that, when speaking of one culture, one needed to talk about a specific United Nations culture — one for the United Nations and one that cut across all common system organizations. The Federation also expressed its doubts as to whether Member States themselves would be ready for this new culture.

V. Mobility

- FICSA stressed the importance of clarifying the misperception that staff were opposed to mobility, when the reality was that some staff were moved around too much while others did not have the opportunity to do so at all. The Federation expected that the results of the recent mobility and hardship pay survey would most likely show this to be the case.

- FICSA also reiterated its position that, although in favour of encouraging mobility, it was not in favour of doing so where it involved a penalty in the process, e.g. promotions should not be contingent on mobility and the reasons why staff did not wish or could not be mobile (family, personal or other reasons) needed to be considered.

- FICSA asked how much advantage was actually being taken of the Participating Agencies Mobility System programme that was intended to promote mobility.

VI. Security

- FICSA commended WFP for its excellent document and expressed the hope that other organizations would emulate this, if they had not already done so.

- FICSA also asked about the current status of the report of the investigative panel that had been constituted following the recommendations contained in the Ahtisaari report.

- FICSA informed the Committee that it had not yet received a reply to its request submitted to the sixth session of the Committee that it be invited to participate in the increasing number of working groups of the Inter-Agency Security Management Network in order to increase its input on staff security issues.

- FICSA took this opportunity to raise two issues in connection with hazard pay. In so doing, it pointed out that field conditions were becoming increasingly dangerous and that this had prompted quite a lot of discussion at the last FICSA Council.

- FICSA informed the Committee of its objections and disappointment with last year's General Assembly resolution on hazard pay which, in denying an increase in hazard pay to locally recruited General Service staff, had also referred to hazard pay as being "symbolic". The Federation insisted that this "mentality" had to end and pointed to the dangers increasingly experienced by locally recruited staff, in particular who are the ones who remain behind to carry on the work of the United Nations.

- FICSA also informed HLCM members that, to date, UNRWA area staff had still not received hazard pay and had, in actual fact, only received a token payment for what they do. The Federation confirmed its intention to press the General Assembly to find the funds to grant hazard pay to UNRWA area staff.

VII. Other issues: Chief Executives Board

- FICSA welcomed the discussion regarding measures that could be taken to change and enhance the way it addressed the Board with a view to moving closer to the constructive interactive dialogue it was participating in with the HLCM. The Federation confirmed that it would also welcome the opportunity to discuss with the CEB secretariat the issues it would wish to raise at the Board.

Annex IV

Establishment of the Senior Management Service

Rationale for the Senior Management Service

1.   The challenges facing the organizations of the common system require strengthened leadership and management capacity, as well as enhanced ability to work together. The impetus for creating a senior management service is, therefore, to support reform efforts under way to strengthen the international civil service and improve organizational performance throughout the system by strengthening organizations' managerial and leadership capacity. Managers in the United Nations system can no longer be only substantive experts; they must also be leaders of people and managers of resources, information and change, operating in a complex multicultural environment. In the present climate, in which many organizations are decentralizing and delegating authority, there is greater responsibility on managers as key drivers of change, together with enhanced accountability for results. This requires the development of tools and strategies to attract and retain more creative, versatile and multi-skilled managers who are client-oriented, are team builders, can think strategically, are less risk-averse and are able to work collaboratively within and across organizations.

2.   Experience in a considerable number of public and private organizations, which have introduced approaches to leadership and management development through a senior management service, indicates that focusing on the leadership group can have a powerful positive impact on the rest of the staff of the organization. The introduction of leadership and management development tools associated with the senior management service will be expected to cascade to other groups of staff and improve overall organizational performance.

3.   The introduction of a senior management service, based on a set of managerial competencies, will contribute to the professionalization of management and the creation of a common managerial culture throughout the system.

Objectives of the Senior Management Service

4.   The objectives of the Senior Management Service are:

(a)   To strengthen managerial and leadership capacity as an integral step in improving organizational performance;

(b)   To build a common corporate culture and encourage diversity at the senior level within each organization and across the common system in order to heighten the esprit de corps;

(c)   To facilitate the devolution of responsibility and accountability in relation to core managerial functions;

(d)   To enhance inter-agency cohesion and coordination and to promote increased mobility and learning across the system; and

(e)   To signal a commitment to the professionalism of the management function in terms of the criteria for selection, individual development and career management.

Membership of the Senior Management Service

5.   The Service will consist of high-level managerial positions. Executive Heads will be responsible for the selection of posts to be included in the Service, based on the following criteria.

6.   Incumbents of positions in the Service will typically be responsible for leading significant programmes and activities and/or provision of high-level policy advice. Specifically, members of the Service:

    (a)   Plan, direct and control the programme delivery of (i) a number of organizational units with different or distinct objectives, or (ii) one organizational unit which is of strategic importance for the achievement of an agency's mandate;

    (b)   Exercise a senior policy-making and advisory role on complex, sensitive issues that are critical for the successful accomplishment of an agency's mission.

7.   Whether in a line management or in an advisory role, the accountabilities of members of the Service are characterized by a blend of the following key elements, exercised at a senior level:

    (a)   Developing recommendations on policies related to their area of responsibility and/or to the overall mandate and objectives of the agency;

    (b)   Planning, developing and recommending new or modified programme objectives and strategies which are in harmony with the major objectives and strategies of the organization;

    (c)   Translating such objectives and strategies into operational plans and performance standards and the courses of action required to implement them efficiently and effectively;

    (d)   Monitoring international and national political, social, economic, technical, and/or other professionally relevant trends and assessing their implication for the organization's strategies, policies and practices;

    (e)   Exercising considerable judgement and skill in the provision of authoritative advice to top management and/or policy organs on issues which are of strategic importance to the organization or are likely to impact on a number of its programmes; and

    (f)   Advocating, through persuasion and negotiation with those inside and outside the organization, for the attainment of organizational goals.

8.   While membership of the Service is defined by function and role, rather than by grade, it would normally be expected that for most organizations posts will typically be at the D-1 or above levels.

9.   The introduction of the Senior Management Service will be complemented by the development of a dual career ladder in order to distinguish senior line managers from specialists and individual collaborators who would not form part of the Service. The introduction of a dual career system will recognize the value of senior specialists by providing for their career progression to senior levels without the assumption of managerial responsibilities.

Features of the Senior Management Service

10.   The Service will provide:

(a)   A common set of core competencies (see below) which will:

(i)   Provide a common language defining the qualities required of an effective manager in the United Nations system;

(ii)   Facilitate cost-effective inter-agency collaboration in the development and integration of competencies into all human resources systems including recruitment, development, performance management, and the development of common assessment tools;

(iii)   Support the creation of a common management culture which will strengthen the cohesion of the system; and

(iv)   Facilitate inter-agency mobility.

(b)   A system-wide programme for leadership development which will:

(i)   Be developed by the United Nations System Staff College, in collaboration with the organizations of the system, drawing upon institutions with expertise in the field of executive development in a complex multicultural environment;

(ii)   Be based on the Service's core competencies;

(iii)   Build managerial and leadership capacity across the system; and

(iv)   Serve as a vehicle for building partnerships and a common managerial culture across the system.

(c)   Managerial tools and resources to support members, such as:

(i)   Online assistance on specific management issues;

(ii)   Targeted reading materials;

(iii)   Web-based bulletin board to facilitate sharing of experience.

(d)   Global Management Forums, which will be a means of bringing together members of the Service for networking, knowledge sharing and building esprit de corps across the system, including:

(i)   An annual SMS conference; and

(ii)   Periodic events on a thematic level bringing together members to discuss cross-functional and interdisciplinary issues.

Establishment and implementation

11.   These objectives may be achieved through:

(a)   The Service will be formally established by the Board, on the basis of a proposal from HLCM;

(b)   Executive Heads will commit to the Service competency framework, which complements and is aligned with existing organizational competency models;

(c)   Executive Heads will review their senior positions against the criteria for membership to decide which posts should be included in the Service;

(d)   Executive Heads shall ensure the participation of members of the Service in their own organizational management development programmes, and in the system-wide senior leadership programme which will build on and complement such programmes;

(e)   Executive Heads will support the development of supervisory and managerial competencies at all levels and particularly the development of middle managers to facilitate their eventual entry into the Service;

(f)   The CEB machinery will be responsible for supporting the establishment of the Service and for monitoring and reporting progress in respect of implementation;

(g)   Some of the Service's activities, including the development of a system-wide leadership programme, will have resource implications, which will require further consideration; and

(h)   The introduction of the Service will be accompanied by a communication strategy aimed at managers, the staff at large and Member States.

Core competencies for the Senior Management Service

Leading change. This competency encompasses the ability to develop an effective vision of the future and to develop a strategy within the broad context of the organization's mission and the global environment that integrates programme goals, priorities, values and other factors. Ability to translate vision into plan of action.

Creates a work environment that encourages creativity. Maintains focus and persistence, even under adversity, in guiding others to accept innovative thinking.

Getting the best out of people. Inspires, motivates and guides others towards mission-related goals. Leads by example; promotes mutual trust and commitment; creates an enabling environment. Works with staff to establish realistic performance expectations, gives and expects frequent constructive feedback, provides coaching as required. Consistently develops and sustains cooperative working relationships; creates a culture that fosters high standards, team spirit and pride. Adapts management style to individuals and cultures; values diversity. Supports the balancing of work/life considerations to enhance employee satisfaction.

Results driven. Holds self and others accountable for results. Identifies opportunities to improve systems and performance. Responsive to customer/client expectations as well as those of stakeholders and Member States. Carries out an effective management of resources under shifting priorities to meet expected results within time, budget and quality standards. Readily adjusts plans and priorities to respond to changing circumstances. Relies on goal setting and performance measurement to monitor and enhance staff performance. Is willing to take risks to achieve goals.

Building partnerships. Develops networks and builds alliances; encourages and supports cross-function and cross-boundary activities. Sensitive to wider

organizational priorities and to different perspectives. Collaborates and finds common ground with a wide range of stakeholders. Identifies and pursues opportunities to improve performance through partnerships. Builds consensus and develops networks that support the achievement of goals. Approaches challenges and opportunities with a clear perception of the impact on others and aiming to create win-win situations. Advocates, through persuasion and negotiation with those inside and outside the organization, for the attainment of organizational goals.

Communication. Demonstrates an ability to explain, advocate and express ideas in a convincing manner. Is an effective advocate of the organization's values and mission. Is an effective listener; is sensitive to and responds to the concerns, needs and feelings of others. Negotiates effectively with individuals and groups both internally and externally. Is tactful and sensitive to the perspective of others; treats individuals with respect; facilitates an open exchange of ideas. Is clear and convincing in oral presentations.

Judgement/decision-making. Identifies the key issues in a complex situation, analyses problems and makes sound decisions. Is valued for sound application of knowledge and expertise. Accepts responsibility for own decisions. Makes tough decisions when necessary. Involves others in deciding what course of action is appropriate. Evaluates pros and cons of alternatives and the impact of decisions on others and on the organization. Acts with integrity.

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