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FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART III

HUMAN RESOURCES ISSUES

ADDENDUM 2

COMMENTS BY THE INTERNATIONAL STAFF UNION OF UNESCO (ISAU)

SUMMARY

C. Annual report (2017) by the International Civil Service Commission (ICSC): report by the Director-General

Pursuant to item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Union of UNESCO (ISAU) submits its comments on human resources issues (document 204 EX/5 Part III (C)).

1. ISAU has taken note of the 2017 annual report of the International Civil Service Commission (ICSC), report by the Director-General, containing measures that affect the conditions of service of United Nations common system staff, including UNESCO staff.

Performance management

2. ISAU endorses the recommendations of ICSC approved by the United Nations General Assembly for performance appraisal and management for the recognition of different levels of performance (Annex II), in particular non-cash awards and addressing underperformance.

3. ISAU recalls that the importance of the human factor in the management of organizations, whatever their size, sector, or field of activity, is self-evident. Decisions concerning recruitment, career advancement, transfers to a new post, and training are key, both for the Organization and for the individuals concerned. In this regard, mistakes are costly in terms of time, energy and money.



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Such mistakes are a prime cause of demoralization, demotivation and dissatisfaction among staff. They lead to a significant loss of effectiveness and efficiency.

4. ISAU therefore wishes to be involved in the elaboration of the new appraisal system, which must be clear and in line with the objectives of the Organization.

5. At present, appraisals do not reflect the true performance of staff members because, **as noted by** the External Auditor, it is practically impossible to distinguish good performances from those that are mediocre or poor. The Administration should take care to introduce a simple and fair appraisal mechanism in the interests of the Organization's staff with a view to rewarding good performance and penalizing poor performance.

6. The role of officials and managers is key to ensuring good-quality appraisals. Supervisors need to have both the tools and the requisite qualities in order to evaluate staff members under their supervision fairly and honestly. To that end, it is essential to have leadership and other qualities, such as the ability to motivate and to guide staff members, to behave ethically, and to frame strategies and a long-term vision, in particular for staff development.

7. ISAU notes with satisfaction the idea that appraisal should form part of the responsibilities of supervisors; the quality of their work in that field should be evaluated. Training in that regard is more necessary than ever. The Administration should put in place **a transparent system of evaluation of the work** of supervisors. It is vital for the Organization to ensure the effectiveness of staff management and to take steps to prevent, at all costs, the risk of arbitrariness. Poor results among supervisors should be penalized.

8. With regard to programmes for the recognition and reward of merit, ISAU urges the Administration to follow the recommendation of ICSC and to re-establish those programmes rapidly.

Salary scale

9. We welcome the application of the new salary scale (Annex III), which became effective on 1 January 2018, and the slight increase in the repatriation grant and separation payment.

Use of National Professional Officers (NPOs)

10. Concerning the recruitment of NPOs, ISAU welcomes the recommendation of ICSC urging organizations applying the United Nations common system to observe the rules and regulations governing short-term appointments, and to avoid having abusive recourse to such appointments.