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Executive Board

Two hundred and twentieth session

PARIS, 7 October 2024

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Item 5 of the provisional agenda

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

PART IV

HUMAN RESOURCES ISSUES

ADDENDUM 2

COMMENTS BY THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

SUMMARY

A. Human Resources Strategy for 2023-2027

Pursuant to item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on human resources issues (document 220 EX/5.IV.A).

1. We are pleased to note that, following the comments made by ISAU at the last session of the Executive Board ([219 EX/5.III.A Add.](#)) and as requested by the Executive Board itself ([219 EX/Decision 5.III.A, paragraph 6](#)), HRM has revised the road map to include all the actions and indicators in line with what was adopted by the General Conference. We commend DIR/HRM for her proactive approach in sharing a draft of the road map with the staff associations to gather their feedback prior to its submission to the Executive Board. This consultation enabled ISAU to identify and correct certain inconsistencies in the newly added objectives and performance indicators, as well as requesting the inclusion of key missing elements. The road map now explicitly includes as a target the implementation of the accepted recommendations of the Joint Inspection Unit (JIU) concerning flexible working arrangements ([JIU/REP/2023/6](#)). Similarly, at our request, HRM has



JOB: 240316SE

finally announced the development of a UNESCO action plan on mental health and well-being **in line with** the [United Nations System Mental Health and Well-being Strategy](#).

Recruitment and career development

2. However, we must express our disappointment at the omission of certain aspects that we raised, and which are crucial to the Strategy. One of our major concerns is the persistent indifference to the issue of transparency in recruitment processes. HRM's role is often passive, limited to forwarding applications, while appointments are actually in the power of the sectors. We are regularly called upon by colleagues regarding, among other things, biased interviews, tailor-made vacancy notices and external candidates being given preference over internal candidates, even though some of them are already fulfilling the responsibilities of the post advertised. One might judge these recriminations to be subjective, but the fact is that current reality does not belie them. This creates a poisonous climate that undermines colleagues' confidence in UNESCO's commitment to efficiency and legitimacy in recruitment and career development.

3. The lack of transparency in recruitment, highlighted moreover by the Division of Internal Oversight Services (IOS) in its evaluation report on the Strategy for 2017–2022 ([IOS/EVS/PI 207](#), paragraph 84), is a serious problem that must be resolved to ensure the Organization's credibility and effectiveness. It should also be recalled that the Executive Board had asked the Administration to revise the Strategy in order to "strengthen the role of the Bureau of Human Resources Management in ensuring transparency and compliance with rules and regulations of recruitment ..." ([216 EX/Decision 5.III.A, paragraph 4 \(iii\)](#)).

4. HRM also neglects the crucial question of the **link** between training and learning on the one hand, and career advancement on the other. Yet this link is essential to coherent, motivating career development.

360-degree feedback

5. We note HRM's efforts, having included in its targets "360° approach reviewed for potential integration in performance management process" (Aim 4 Action 4 Target 3). Nevertheless, we regret that this integration is only "potential". In addition, we deplore the ambiguous language that HRM continues to use. Indeed, in the [English version](#) (original document), HRM repeatedly refers to "360° feedback" instead of "360° assessment" as adopted by the General Conference ([42 C/Resolution 65](#)). We have already informed HRM of our opposition to their plan to replace the 360° assessment with simple "feedback", which, as everyone will agree, has neither the same scope nor the same value. We would like HRM to confirm that this is indeed an *assessment*. It is essential that the Strategy's actions and indicators as adopted by the General Conference are scrupulously respected and monitored. Any deviation would set a dangerous precedent and compromise the integrity of the decision-making process.

Internship policy

6. In its previous document on the Strategy ([219 EX/5.III.A, paragraph 4](#)), HRM stated that "[t]he new internship policy will apply from July 2024". To date, however, the policy has not yet been implemented. HRM states in a rather confused manner that "The transitional measures for the implementation of the revised Internship Policy are being established to allow the interns who are onboarded as of the Policy enactment date to benefit from enhanced entitlements" (page 5 of the document commented on). This wording is hard to understand. In the interests of transparency, it was the Administration's responsibility not only to communicate the delay in the policy, but above all to provide a clear explanation for the delay and a timetable for remedying it.

7. We would like to reiterate that remuneration for interns is not only essential if we are to rebalance geographical representation, but also constitutes fair and decent recognition of the

valuable contributions they make to the Organization. It is imperative that this policy be implemented without further delay, and that all commitments made be honoured.

8. If, as we have been led to believe, the delay is due to funding problems, this raises serious questions about the effectiveness of the Organization's planning and management. HRM worked on the policy for months in collaboration with the staff associations. It is incomprehensible that this fundamental issue is only now being raised, when the Administration had all the time it needed to prepare funding for a policy which is designed at heart to *fund* interns. This failure raises questions about the consistency of the other actions and measures proposed. Will they really be implemented, or will the Administration go back on the commitments it made to the Member States?

9. It would also appear that the number of volunteer contracts is currently on the rise. ISAU has alerted HRM to the risk of volunteer contracts being misused so as to circumvent the policy of paid internships. Measures must be taken to ensure that sectors do not take advantage of the legal uncertainty to render the new policy meaningless.

HRM's commitment

10. Generally speaking, ISAU once again deplores HRM's practice of shirking its responsibilities by making its action conditional on the availability of additional resources. For instance, as early as in paragraph 4 of the document under review, HRM states that a "request for increased capacitation of UNESCO's Bureau of Human Resources Management will be submitted in the context of the Draft Programme and Budget 43 C/5 for the period 2026-2027. Unless the additional support required is confirmed, certain targets may require adjustment and/or revision". Does this mean that in the absence of additional funding the Strategy is doomed to failure?

11. We would like to emphasize that the fact that HRM holds consultations and information sessions with key stakeholders in order to reinforce collective responsibility (paragraph 2 of the document commented upon) can in no way serve to exonerate it from its own responsibilities. Furthermore, consultations with the staff associations must not amount to merely going through the motions. Our proposals, comments and concerns must be taken seriously and incorporated into the decision-making process.

Staff health and well-being

12. Taking into account the impact of work on employee health is essential, both at Headquarters and in the field. ISAU therefore deplores the fact that there is no target for occupational health and safety **before 2026** (Aim 4 Action 2). In the meantime, a number of measures could be put in place:

- Bringing UNESCO into line with best practice in terms of teleworking **without further delay** would simultaneously contribute to the health and well-being of staff and to the fulfilment of the Organization's mandate by reducing the number of work-related sick days and incapacities. It is important to note that a clear link has been established between flexible working arrangements and employee mental health.¹ It should also be remembered that the 2023 JIU report ([JIU/REP/2023/6](#)) showed that UNESCO was less flexible than other organizations in terms of authorized teleworking time and compressed working hours, and above all that it was the only one not to authorize teleworking away from the duty station.
- Improving planning of working hours to regulate workloads and avoid burnout, particularly for services with atypical working hours (e.g. security service).
- Facilitating access to healthcare for staff in the field.

¹ [United Nations System Mental Health and Well-being Strategy](#)

Geographical mobility exercise

13. In view of the broadly unsatisfactory results of the last mobility exercise, we have every right to question the usefulness of continuing this programme. In fact, out of 157 posts subject to mobility, of which 29 were volunteers, there were only 29 reassignments. This number raises questions, especially as we have no information on the number of volunteers included in the reassignments.

14. The mobility exercise is often perceived as a bureaucratic stratagem that rarely seems to respond to principles of efficiency, consistency and fairness, and seems instead to be guided by a certain arbitrariness characterized by the lack of any real career management by HRM. The mobility policy continues to generate considerable stress for staff, while mobilizing significant human resources. It therefore seems essential to us that an evaluation of the relevance of the programme be carried out in order to thoroughly reform it and correct its flaws (e.g. standard durations of assignment, criteria for alternating Headquarters and field posts, application of deferral criteria, etc.).

Geographical distribution

15. We invite you to read ISAU's detailed comments on geographical distribution ([220 EX/5.IV.B Add.2](#)).

Specific questions on the road map

16. We note that some of the performance indicators and targets added by HRM, far from reinforcing the aims, actions and indicators previously adopted by the General Conference, dilute their impact and weaken their effectiveness, or lack relevance and precision (a few examples are given below). It is crucial to ensure that the indicators and targets fit coherently and appropriately into the road map.

- Several targets (e.g. [Aim 1 Action 2](#), [Aim 3 Action 3](#) and [Aim 4 Action 10](#)) are reduced to the “increase” or “decrease” of certain data, without specifying the target rate or threshold. Would any variation, however small, be sufficient to consider that the aim in question has been achieved?
- [Aim 1 Action 2](#): The target should be to increase the number of **appointed applicants** from under- or non-represented countries. Establishing the number of qualified **applicants** as an indicator of success is a sign of bad faith, since it would be enough to claim that the objectives have been achieved simply by relying on the existence of applicants.
- [Aim 2 Action 1](#): While transparency and accountability are essential to the successful implementation of the Strategy, the mere publication of reports is not in itself sufficient to achieve the Strategy's objectives.
- [Aim 2 Action 6](#): The Young Professionals Programme (YPP) retention/promotion rate per biennium (which was included in the draft road map submitted by HRM) was a measurable and objective performance indicator. Why was it replaced with “level of satisfaction from Young Professionals”? While it is interesting to have feedback from Young Professionals on their experience, this does not constitute an objective criterion for measuring the effectiveness of a programme, as would be their retention, which should be seen as the natural outcome of this investment by the Organization.
- [Aim 3 Action 1](#): Why do the indicator and target refer to a “*deployment*” process, when the action refers to developing “a transparent *selection* process”? Furthermore, we fail to understand why the introduction of support mechanisms for field operations has been postponed by one year compared with what had been decided by Member States.

- Aim 4 Action 2: As the indicative measure of success adopted is “reduction in sick /absenteeism rates”, it would have been more effective if the target had been a defined rate rather than the implementation of a monitoring programme.
- Aim 4 Action 5: Would a comparison between the percentage of appeals and the percentage of administrative reviews not be a more relevant indicator than the number of managers participating in training workshops on conflict management? With regard to the management of disputes between staff and the Administration, we invite you to read ISAU’s comments on International Labour Organization Administrative Tribunal (ILOAT) judgements ([220 EX/5.IV.INF Add.](#)).



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PART IV

HUMAN RESOURCES ISSUES

SUMMARY

A. Human Resources Strategy for 2023-2027

Pursuant to 219 EX/Dec.5.III.A., this document provides a brief update on progress achieved as well as a revised roadmap for the implementation of the Human Resources Strategy for 2023-2027.

The document also reports on concrete measures for the development of a UNESCO strategy for the inclusion of persons with disabilities.

Decision required: paragraph 7.



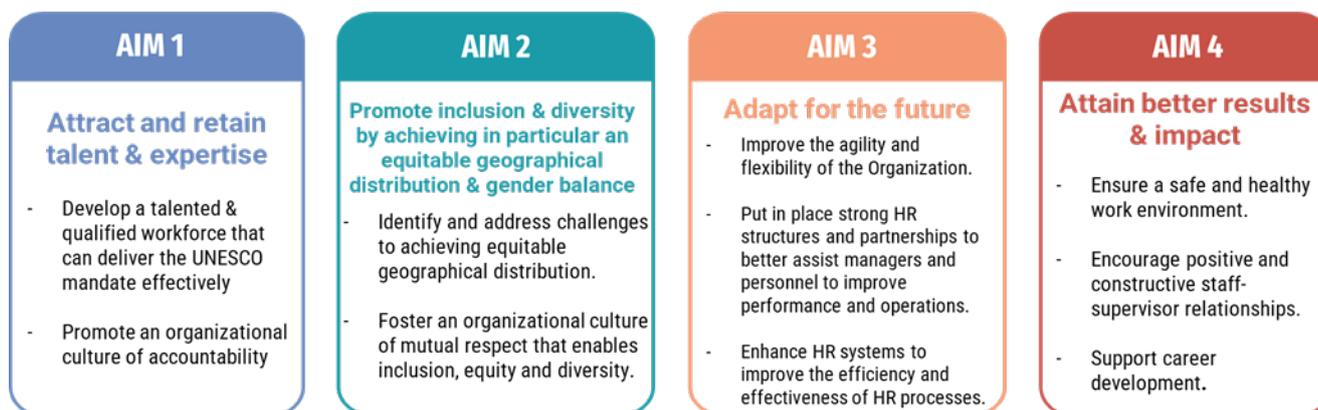
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Introduction

1. In accordance with [219 EX/Dec.5.III.A](#), this document provides a brief update on progress achieved since the 219th session of the Executive Board (March 2024) regarding the implementation of the Human Resources (HR) Strategy for 2023-2027. The progress report also outlines the concrete measures initiated and underway to enhance disability inclusion and accessibility in the workplace, as requested in the afore-mentioned decision.

2. **Annex I** of the document contains a revised roadmap for the Strategy's implementation as per the discussions that took place at the 219th session. Consultations and information sessions were held with key stakeholders including Member States, Senior Management, Directors and Heads of field offices, HR Staff and the Staff Associations to reinforce the collective responsibility for the implementation of the HR Strategy, and to ensure the proposed initiatives and timelines in the roadmap align with strategic direction and are realistic yet sufficiently flexible to be adjusted over the next four years in terms of emerging priorities/opportunities.

3. The revised roadmap contains more than 40 activity outputs and is fully aligned with the [HR Strategy](#) endorsed by the General Conference at its 42nd session ([42 C/Resolution 65](#)) and its four interdependent Aims summarized below. The roadmap also includes, as requested in [219 EX/Dec.5.III.A](#), two additional indicators: “*average recruitment process time*” and “*percentage of staff from overrepresented Member States*”.



4. While the targets indicated for delivery in 2024-2025 can largely be achieved with available capacity and funding, their expansion in certain areas, notably senior leadership training, coaching and modifications to the performance management approach would require additional resources as well as a more sustainable and predictable source of funding for 2026-2027. Accordingly, a request for increased capacitation of UNESCO's Bureau of Human Resources Management will be submitted in the context of the Draft Programme and Budget 43 C/5 for the period 2026-2027. Unless the additional support required is confirmed, certain targets may require adjustment and/or revision.

5. **Annex II** of the document provides an overview of the composition of UNESCO's workforce as at June 2024 [data extraction date as at time of writing] while document 220 EX/5.IV.B on “*Geographical Distribution and Gender Balance of Staff in the Secretariat*” provides the requested information regarding trends over the last ten years on the evolution of gender at the Director and Professional level as well as trends in terms of geographical distribution pursuant to [paragraph 9 of 217 EX/Decision 4.IV.B](#).

Progress on key deliverables

6. Since the last progress report in March 2024, some initiatives are coming to fruition with others recently initiated and/or in the pipeline for development and implementation in 2024-2025. A brief status update of some of the key deliverables and areas of focus over the coming months is provided below.

AIM 1: Attract & retain talent & expertise

- Develop a talented & qualified workforce that can deliver the UNESCO mandate effectively.
- Promote an organizational culture of accountability.

Workforce Planning

- In response to the findings of [IOS' 2023 Audit of Workforce Planning](#) and the discussions that took place at the 219th session of the Executive Board to establish coordinated workforce strategies in particular across the field offices [cf. [219 EX/Dec.18](#)], a committed and corporate effort is underway to put in place a more proactive approach to embed workforce planning principles into strategic and operational processes across the Organization.
- A dedicated unit responsible for the coordination of workforce planning processes has been established in the Bureau of Human Resources Management (HRM). Work has begun on the development of workforce planning guidelines for the sectors and field offices in the context of preparations for the Draft 43 C/5 Programme and Budget. The guidance will consider optimal workforce composition (staff and affiliate personnel), organizational structures, core and/or continuous functions, skills/job profiles needed for the future, in particular those critical and hard-to-fill positions, as well as advice on the appropriate use of contractual modalities.
- It is important to highlight that the availability of sustainable and predictable financing for workforce-related costs directly affects the extent of improvements possible to the harmonization, alignment and stability of structures, workforce composition and contractual arrangements. This in turn impacts the ability of the organization to offer attractive conditions of employment to highly qualified candidates and to retain the workforce required to fulfill the mandate of the organization.
- Improvements to workforce planning will also provide the foundation for a more coordinated and comprehensive approach to other HR processes, such as succession planning, talent outreach, HR partnerships, mobility, learning and career development. The elaboration of workforce plans will be carried out in close collaboration with the Bureau of Strategic Planning (BSP), the Bureau of Financial Management (ADM/BFM) and the Division of Field Coordination in the Priority Africa and External Relations Sector (PAX) to ensure that workforce plans are fully aligned and coherent from both a strategic and budgetary perspective.

Recruitment and Outreach

- The first semester of 2024 was intense in terms of recruitment and outreach activities, notably the drive to attract and source qualified candidates from non- and under-represented countries for the 2024 Young Professional (YPP) and Mid-Level Professional (MLPP) Programmes and the ensuing selection process. As at date of writing, nine of the 11 P-3/P-4 MLPP posts have been filled and decisions taken for 10 out of the 11 YPP P-1/P-2 positions. As was the case for the last YPP Intake, a roster of qualified YPP candidates not selected at this initial stage will be used for future P-1/P-2 assignments (fixed-term, temporary or project appointments). The roster which resulted in five additional appointments from the last exercise, will remain in place until the next YPP Intake 2025/2026. More detailed information on these Talent Programmes and recruitment and outreach activities can be found in document 220 EX/5.IV.B on the situation of geographical distribution and gender balance of staff in the Secretariat.

- Other initiatives currently being explored to improve the quality and timeliness of the recruitment process is the establishment of talent pools/rosters for candidates who have already gone through a competitive selection process and are identified as qualified for certain job types based on their skills, experience and qualifications. Advertising multiple vacancies for the same profile should also assist in expediting the recruitment process and thus reduce the time taken to fill vacancies.
- HRM is also exploring with its external service providers the use of AI tools in the recruitment process, with a view to reducing some resource intense tasks which should result in having more available capacity for advisory support to candidates and hiring managers in the recruitment process, and with due consideration for the ethical use of AI tools as well as data protection. The current video interviews and assessments tools will also be expanded in order to address some concerns regarding the potential use of AI during written tests.
- From a policy perspective, HRM is participating in the development of a Generative AI pilot tool on Human Resources policies of United Nations system organizations. The tool, designed for users from the UN Human Resources policy community, aims at building and leveraging a knowledge base on policy content and enhancing informed decision-making through structured access to policy information and comparisons of policy differences and similarities, ultimately contributing to greater coherence in the policy landscape within the United Nations system.

Employee Career Experience

- In complement to enhancing the candidate experience, the HR Operations Section was reorganized with the aim of providing the best possible experience for staff members at critical stages of their career, i.e. on-boarding, in-boarding and off-boarding, thus contributing to talent retention as well as more consistent decision-making and related communication with staff.
- Induction sessions continue to be offered to new staff in English and French. The structure of the centralized induction programme is under review to facilitate just-in-time access to relevant materials and a framework of core elements, taking into account Sector-specific input and/or locations.

Performance Management

- UNESCO has a well-defined performance management framework in place as attested by the high compliance rates of staff and supervisors [97% for the 2023 performance evaluation cycle]. With the introduction of a mandatory performance objective for supervisors in January 2024, regular on-line workshops designed to guide, support and enhance the skills of supervisors in the performance management process and the development of staff continue to be implemented, with individual online and confidential coaching offered upon request.
- To further support this performance culture, a series of monthly thematic *Performance Insights* sessions was launched as of April 2024 for all UNESCO personnel with the aim of fostering discussions and exchanges on performance management and development topics. At the time of writing, three such sessions have taken place on Probationary Reviews, Career and Performance Conversations and Managing Difficult Conversations and Conflicts.

AIM 2: Promote inclusion & diversity by achieving in particular an equitable geographical distribution & gender balance

- Identify and address challenges to achieving equitable geographical distribution.
- Foster an organizational culture of mutual respect that enables inclusion, equity and diversity.

Geographical Distribution and Gender Balance

- A full reporting on progress towards achieving an equitable geographical distribution including an update on the full implementation of [41 C/Resolution 64](#), and the situation of gender balance of staff as well as affiliate personnel in the Secretariat is provided in document 220 EX/5.IV.B.

Disability Inclusion

- UNESCO is strongly committed to providing equal opportunities and improving accessibility to all candidates and personnel, including those with disabilities, across structures and processes in line with the UN Disability Inclusion Strategy. An important component in the development of UNESCO's Disability Inclusion Strategy which is due to be presented at the 221st session of the Executive Board is the integration of disability inclusion and accessibility in the HR policy framework and related processes.
- Given the scope of effectively integrating disability inclusion and accessibility into every aspect of the workplace, a Disability Inclusion and Accessibility Officer was created in the ADM Sector and will work very closely with HRM and other concerned ADM Divisions including procurement, finance, digital systems, conferences, languages, security, etc. to ensure UNESCO has in place an accessible and welcoming work environment.
- Other concrete measures that have been initiated since the last session of the Executive Board include the establishment of an Internal Working Group ADM-HRM mandated to primarily review and update the Policy of the Employment of Persons with Disabilities, including the enhancement of recruitment and outreach processes, which is foreseen to be implemented and widely communicated by end-2025.
- Also foreseen to be issued and widely disseminated by end-2025 is the elaboration of reasonable accommodation guidelines, a cornerstone of disability inclusion and fundamental to being able to attract and develop talent working with a disability. In complement it is also foreseen to conduct physical and digital accessibility audits at Headquarters and the field offices over the next four years.
- To keep abreast of latest developments and best practices on disability inclusion and accessibility in the UN system, ADM and HRM representatives are members of the CEB HR Network's Working Group on Disabilities and as such, can actively contribute to the work of UNESCO's Inter-Sectoral Task Team on Disabilities, led by the SHS Sector, with regard to the development of UNESCO's Disability Inclusion Strategy.
- As part of its staff engagement and development portfolio, HRM will build on the pilot training Programme undertaken in 2023 and develop mandatory, self-paced awareness-raising training sessions for all UNESCO personnel in collaboration with disability inclusion focal points and other partners. Robust communication campaigns will also be key to increasing awareness and understanding amongst employees and the impact of potential barriers.

- Special attention has been paid to include in the 2024 Employee Engagement Survey self-identification questions on disability inclusion to gather workforce diversity data which today is non-existent, all the while ensuring confidentiality and voluntary participation in self-identification.

Employee Engagement

- The 2024 Employee Engagement Survey is currently being finalized for launch in Q.3 2024. This survey builds on those of 2018 and 2021, with an additional emphasis on well-being, a respectful workplace, and diversity, equity and inclusion. Two open questions on the positive aspects of UNESCO as a workplace, and areas for potential change are also included. The survey will be accompanied by a communication campaign to encourage participation and the responses benchmarked against the previous surveys, and UN and similar entities. The overall results will be communicated to employees and managers, and disaggregated data shared with Sectors and Bureaux to identify opportunities and areas for improvement and the development of proposed action plans subject to required resources.

Internships Programme

- The transitional measures for the implementation of the revised Internship Policy are being established to allow the interns who are onboarded as of the Policy enactment date to benefit from enhanced entitlements.
- A comprehensive communication plan has been devised to effectively communicate on the revised policy elements to diverse target groups, utilizing a multi-channel approach to ensure that all stakeholders are well informed.

AIM 3: Adapt for the future

- Improve the agility and flexibility of the Organization.
- Put in place strong HR structures and partnerships to better assist managers and personnel to improve performance and operations.
- Enhance HR systems to improve the efficiency and effectiveness of HR processes.

Flexible and Family-Friendly Organization

- The Parental Leave Policy will introduce specific timelines and requirements for the declaration of pregnancy to the Occupational Health Service to facilitate monitoring of workplace health of staff members expecting a child as part of the occupational health and safety framework. The policy also provides a more comprehensive support system for staff members by connecting seamlessly with other workplace policies, such as part-time work, other types of leave and flexible working arrangement to support transition of new parents to resumption of full-time work while adjusting to new family dynamics.
- Further to the 2023 JIU report on [Flexible Working Arrangements in United Nations system organizations](#), UNESCO will engage with other United Nations system organizations to further harmonize the scope of the Flexible Working Arrangements Policy and related definitions and contribute to enhancement of system-wide coherence.
- Work is well advanced regarding a proposed Global Medical Insurance Scheme for Service Contract Holders in the field offices. A benchmark with other UN agencies has been conducted and a Steering Committee created within ADM to consider a Request for Proposal launch on the UN Global Marketplace.

Improving performance and operations

- As part of the implementation of the Field Network and Accountability Framework, the Human Resources Manual is being adjusted to redefine and delineate the roles and responsibilities of field and Headquarters (Parent Sector) managers in defining the duties and responsibilities of the field-based jobs while ensuring that these remain aligned with the Parent Sector's key strategic objectives, and in conducting and endorsing performance appraisals. Work on the accountability and delegation of authority framework for HR matters will continue in 2024 and 2025 for full implementation in 2026.

Strengthening HR partnerships

- As at June 2024, UNESCO counts 142 staff and experts financed by external partners of which 98 are located at Headquarters, 42 in the field offices and 2 in category 1 institutes. HR Partnerships are a valuable complement to in-house talent and bring expertise and diversity to the Organization. During the Q.2 2024, HRM participated in BSP's Strategic Policy Dialogue sessions with the overall aim of strengthening partnerships between UNESCO and Member State Donors. One potential area highlighted for evolution is [HR Partnerships](#) which includes *inter alia* Junior Professional Officers (JPOs), Secondees, Loans, Stand-by Personnel and Sponsored Trainees. Special attention to supporting the career development of the JPOs is highlighted in the proposed actions of the roadmap with the aim of encouraging them to apply and be considered as strong and qualified candidates in the competitive selection process to fixed-term posts and project appointments.

Enhanced HR Systems

- Work has advanced in the review and enhancement of HR IT systems for improved service delivery and streamlining of key HR processes. A Request For Proposals (RFP) to identify the best implementing partner was launched in May 2024 and closed in early June with seven organizations presenting bids to streamline HR talent management systems. Bids also included the potential integration of AI tools in HR systems. HRM, with DBS, is currently at the evaluation phase of the project which will also consider the scope of the project and available funding and resources for implementation.

AIM 4: Attain better results & impact

- Ensure a safe and healthy work environment.
- Encourage positive and constructive staff-supervisor relationships.
- Support career development.

Staff Well-being

- Further to the recommendations of [UN-wide Mental Health and Well-being Strategy](#) Implementation Board, HRM is mobilizing human and financial resources to develop UNESCO's Mental Health and Well-being Action Plan and will report on the UN System Workplace Mental Health and Well-being Strategy Implementation Guide Scorecard, first step of the implementation, by December 2024.
- The Occupational Health Service (OHS) continues to monitor the health and well-being of personnel with a focus on preventative medicine. Several campaigns were organized throughout 2024 including ergonomics, health, first-aid, physical activity workshops for the International Day of Occupational Health and Safety and the influenza vaccination. The OHS has developed its model for personnel health monitoring and is updating HR Manual

provisions on medical examinations. Information and exchange sessions have also been organized by the Social Welfare service with UNDSS stress counsellors to provide staff in hardship duty stations with psychosocial support.

- UNESCO has contracted with International SOS, an international Health & Security Risk Management service provider, to upgrade its response to health emergencies for UNESCO personnel on mission travel.
- HRM is coordinating with other integrity functions to develop a plan for short-, medium- and longer-term actions that can be implemented to contribute to a safe and respectful working environment, including preventing and addressing all forms of abusive conduct.

Career Development

- To further develop management competencies and accountability, implementation of the 360° feedback exercise launched in 2023 was continued. The exercise enables supervisors to receive feedback from their supervisor, peers, and direct reports on 15 core management behaviours. Further cohorts of the People Management programme are also planned for the latter half of 2024, for which the 360° feedback exercise will be introduced as an integral element.
- The third managed Geographical Mobility exercise was completed during the Q.2 of 2024 with a resulting 29 reassignments of which eight staff promoted to higher level positions which accounts for 27.5% of the total moves compared to 12.5% for the last exercise. Based on this feedback, HRM will review the Programme with the Sectors to see where improvements and/or clarifications can be made, in consultation with the Staff Associations and other partners.
- Learning and development initiatives also include plans for a third iteration of the mentoring programme, including skill building sessions, and a self-paced e-learning module on drafting an achievements-based CV as part of the career support initiatives.
- Language classes enabled approximately 285 participants to learn one of the six official United Nations languages as part of the semester-long programme from February to June 2024, and 80 participants are enrolled for short summer courses. HRM is also administering registrations for the annual United Nations Language Proficiency Examination, organized by the UN Secretariat to take place in October 2024. For the first time, the examination is open for enrollment to Professional staff in addition to General Service Staff, as an opportunity for a robust assessment and confirmation of their linguistic skills.
- HRM continues to provide support to Sectors for specific needs training including a PAX-led initiative on crisis preparedness and response planned for Q.4 2024. Technical input was also provided to the Gender Equality Division on the development of an e-learning module.

Proposed draft decision

7. In light of the above, the Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 219 EX/Decision 5.III.A,
2. Having examined document 220 EX/5.IV.A,

3. Takes note of the progress achieved in the implementation of the Human Resources Strategy for 2023-2027;
4. Also takes note of the revised road map contained in Annex I of document 220 EX/5.IV.A;
5. Welcomes with satisfaction the initiation of concrete measures aimed at enhancing disability inclusion and accessibility in the workplace;
6. Requests the Director-General to provide to it at its 221st session an update on progress achieved in the implementation of the Human Resources Strategy for 2023-2027.

ANNEX I

HUMAN RESOURCES STRATEGY FOR 2023-2027: ROADMAP FOR IMPLEMENTATION

AIM 1: ATTRACT AND RETAIN TALENT & EXPERTISE											
Key Objectives	Actions	Indicative measures of success	Performance Indicator(s)	Target	2023 Baseline	2023	2024	2025	2026	2027	
1. Develop a talented & qualified workforce that can deliver the UNESCO mandate effectively.	1. Systematic workforce planning with Sectors	HR biennial plans per Sector in place and updated on a regular basis	1. Workforce planning guidelines developed 2. N° of Programme Sectors having HR biennial plans in place	T.1: Workforce planning guidelines issued and communicated to Sectors & Field Offices T.2: HR Plans for Programme & Support Sectors including PAX (Field Coordination) in place (C/5 preparation)	N/A		T.1: (Q.4)	T.2: (Q.2)			
	2. Deliver an effective recruitment and outreach strategy	1. Increased number of qualified applicants from non- and under-represented countries 2. Average recruitment process time (NEW)	1. % of qualified applicants from non- and under-represented countries meeting all criteria 2. Average recruitment timeline of 130 days 3. Career Website linguistically expanded	T.1: Increase in % of applicants from non- and under-represented countries prescreened T.2: 75% of all positions meeting the target timeline of 130 days. T.3: UNESCO Careers website available in at least one other official language	1. 51% of applicants from non- and under-represented countries pre-screened 2. Average recruitment timeline 157 days 3. UNESCO Careers website available in French & English		T.1: T.2: (Q.3)	T.1: T.2: (Q.3)	T.1: T.2: T.3: (Q.4)	T.1: T.2: (Q.3)	
	3. Establish in-house talent pools including leadership pools	Leadership talent pools in place by end 2024	Establishment of a talent pool for DIR/HFOs	T.1: Talent pool/roster approach for Field Directors/Heads defined T.2: Talent pool/roster approach for Field Directors/Heads implemented	N/A		T.1: (Q.4)	T.2: (Q.4)			
	4. Develop 3 key/critical training programmes for upskilling the workforce	3 skills development programmes delivered by 2026	Skills development programmes delivered	T.1.: Minimum 2 soft skills programmes delivered per year T.2: average of 80% satisfaction rating amongst participants successfully completing the programmes	2 programmes delivered	√	T.1 T.2	T.1 T.2	T.1 T.2	T.1 T.2	
	5. Update learning policy	Global staff survey satisfaction on fostering a culture of continuous learning opportunities	% of staff satisfied with learning & development opportunities measured through Employee Engagement Survey	T.1: Guidelines and updated Learning Policy communicated to Personnel T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction with learning & development opportunities, as compared to 2021 survey T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey	44% of respondents to 2021 Global Staff Survey indicated that the Organization provides appropriate learning & development opportunities		T.2: (Q.3)	T.1: (Q.4)	T.3 (Q.3)		
	6. Develop a comprehensive induction and on-boarding programme, consistent across the Organization	Induction & on-boarding programmes/platforms developed and implemented by 2025	1. Comprehensive Induction framework developed including tailored inductions for specific settings 2. % of polled staff reporting a positive onboarding experience	T.1: Induction Framework for all personnel in place T.2: 80% of staff reporting satisfaction	1. Induction sessions for targeted groups 2. 78% of polled staff reported positive onboarding experience			T.1: (Q.4) T.2 (Q.4)	T.1: T.2 (Q.4)	T.2 (Q.4)	T.2 (Q.4)
	7. Introduce improvements in an employee's career experience: applying at UNESCO, joining the Organization, when moving within UNESCO, and upon separation	Pulse surveys for new staff and those transitioning to new posts undertaken twice per year	1. Onboarding: % of polled staff reporting a positive experience; 2. Inboarding: % of staff satisfaction with handling of benefits and entitlements; 3. Offboarding: % of staff completing the Exit Survey and % of staff satisfied with offboarding experience.	T.1: Onboarding: 80 % of polled staff reporting a positive experience; T.2: Inboarding: 80 % of Staff satisfaction with handling of benefits and entitlements; T.3: Offboarding: 60 % of Staff completing the Exit Survey T.4: 80 % of staff satisfied with offboarding experience.	N/A		T.3, T.4: (Q.4)	T.1, T.2, T.3, T.4: (Q.4)	T.1, T.2, T.3, T.4: (Q.4)	T.1, T.2, T.3, T.4: (Q.4)	

Key Objectives	Actions	Indicative measures of success	Performance Indicator(s)	Target	2023 Baseline	2023	2024	2025	2026	2027
2. Promote an organizational culture of accountability.	8. Reinforce an accountability framework for HR management with clear expectations of leaders as managers and role models		Revised accountability framework implemented [in particular reporting lines & responsibilities ref. Field Reform, ad interim/OIC duties]	T.1: Roles and responsibilities for HR matters updated and widely communicated to Dir/HFO's	Existing HR Manual Provisions on key HR areas			T.1: (Q.2)		
	9. Assess the performance of supervisors in people management with targeted development opportunities to address areas identified for improvement	1. People management element to be incorporated in (Leadership) Development Programme by end 2023; 2. Performance rating distribution	1. % of managers trained in people management with focus on nurturing career development of their staff 2. % of staff expressing satisfaction with supervisor's support in their career development	T.1: Target of 70% of supervisors of at least three supervisees participating in People Management training workshops by end 2027 T.2: Target of 5% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction with learning & development opportunities, as compared to 2021 survey T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey	1. 36 supervisors participated in People Management workshop in 2023 2. 62% of respondents to 2021 Employee Engagement Survey felt their manager was committed to their learning & development	√	T.1 T.2 (Q.3)	T.1	T.1 T.3: (Q.3)	T.1
	10. Equip supervisors to manage underperformance and conflicts.	Peer-exchange mechanisms with groups of managers established to support and foster good practices (e.g. provision of master classes) by end 2023	1. Clarified roles and deadlines in performance cycle, including probationary period 2. N° of thematic info./exchange sessions on promoting culture of Perf. Mgmt. delivered 3. % of staff expressing satisfaction that their supervisors manage conflict effectively	T.1: Issuance of HR procedure and guidelines T.2: 6-8 on-line thematic sessions per year on Perf. Insights T.3: Increase of 10% satisfaction rating in 2024 Employee Engagement Survey as compared to the 2021 Survey T.4.: a further 10% increase in the 2026 Employee Engagement Survey as compared to the 2024 Survey	1. N/A 2. N/A 3. 57% of respondents in the 2021 Employee Engagement Survey believed that their manager dealt with conflict effectively			T.1: (Q.4) T.2 T.3: (Q.3)	T.2	T.2 T.4: (Q.3)
11. Establish mechanism/scheme to recognize high-performing teams.	Establish mechanisms/scheme to encourage innovation and recognize high-performing teams as from 2025	N° of Teams recognized through Awards Programme	T.1: Recognition Programme developed and implemented.	N/A			T.1: (Q.4)			

AIM 2: PROMOTE INCLUSION & DIVERSITY BY ACHIEVING IN PARTICULAR GEOGRAPHICAL DISTRIBUTION & GENDER BALANCE

Key Objectives	Actions	Indicative measures of success	Performance Indicators	Target	2023 Baseline	2023	2024	2025	2026	2027
1. Identify & address challenges to achieving equitable geographical distribution	1. Fully implement all measures outlined in the 41 C/Res.64;	Action plan on addressing geographical distribution developed and implemented taking into account the measures outlined in 41 C/Res.64	1.N° of measures implemented 2. % of staff from over-represented Member States (NEW)	T.1: Action plan developed & implemented T.2: Detailed Annual report on geographical distribution including progress on measures implemented	Annual Autumn Report to the Executive Board on the situation of geographical distribution and gender balance of staff in the Secretariat [217 EX/4.IV.B].*		T.1: (Q.4) T.2 (Q.4)	T.2 (Q.4)	T.2 (Q.4)	T.2 (Q.4)
	2. Ensure direct targeted outreach to increase the diversity of candidates from non- and under- represented Member States [diversity targets]	Increased applications through social media channels	N° of Webinars to non- and under-represented Member States delivered	T.1: at least 30% of applicants to P/D posts from non- and under-represented countries T.2: at least 3 Global Webinars per year	1. 24% of applicants to P/D posts from non- and under-represented Member States 2. 3 Global Webinars in 2023		T.1 T.2	T.1 T.2	T.1 T.2	T.1 T.2
	3. Maximize the use of digital tools for better outreach		N° of visits to social medial channels	T.1: Increase in N° of views per year	328,812 views to UNESCO Job Slots (LinkedIn)		T.1	T.1	T.1	T.1
	4. Establish formal talent pools of high potential candidates;	Talent pools in place and actively used for sourcing qualified candidates	2 Talent pools established by biennium	T.1: Talent pools expanded to other positions based on generic profiles	Talent pools established for YP and MLPP		T.1		T.1	
	5. Assess the implementation of the Mid-level Professional Programme (MLPP) pilot exercise and expand its implementation accordingly	Continued successful implementation of Mid-level Professional Programme (MLPP)	N° of positions filled through the MLPP Programme	T.1: Implementation of MLPP Programme each biennium & N° of positions filled (subject to identification of available posts)	5 MLPP recruited in 2023 Pilot Programme expanded end 2023		T.1		T.1	
	6. Address career development issues with regard to the Young Professionals Programme.	Dedicated coaching and mentoring programme in place for Young Professionals (YPP) to motivate and encourage professional development	Level of satisfaction from Young Professionals on effective career development support	T.1: Dedicated Career Support Programme for YPPs institutionalized T.2.: 80% satisfaction rate of YPPs with their career development opportunities (via annual pulse surveys)	Specific YPP Mentoring Programme in place			T.1 (Q.1) T.2 (Q.4)	T.2 (Q.4)	T.2 (Q.4)
2. Foster an Organizational culture that respects and enables inclusion, equity and diversity	7. Develop an Action Plan on gender parity for all levels of staff;	Action Plan on gender parity developed and implemented	Gender parity achieved in all staff categories; % of women represented by category	T.1 Action Plan developed and implemented T.2 Detailed Annual report on gender parity	Annual Autumn Report to the Executive Board on the situation of geographical distribution and gender balance of staff in the Secretariat [217 EX/4.IV.B].*		T.1: (Q.4) T.2: (Q.4)	T.2: (Q.4)	T.2: (Q.4)	T.2: (Q.4)
	8. Ensure inclusion by critically reviewing/updating policies, procedures and processes for institutional biases;	Diversity, equity and inclusion to be embedded in key policies and processes by end 2027	1. Policies/procedures for institutional biases reviewed ensuring language more receptive to reflect a diverse workforce 2. N° of policies mainstreamed with Diversity, Equity and Inclusion	T.1: Two policies/practices reviewed per year T.2.:Updated policy on Employment of Persons with Disabilities issued and widely communicated T.3: Overall DEI Charter developed	New Parental policy (2024) Revision of Internships Programme (2024)		T.1	T.1 T.2: (Q.4)	T.1	T.1 T.3: (Q.1)
	9. Identify and address barriers to effective participation/accessibility of targeted groups of staff in the work of UNESCO;	Increased staff engagement and feedback (EES) in Diversity, Equity & Inclusion (DEI) activities Number of managers and personnel trained on unconscious bias [new staff within 6 months of on-boarding] UNESCO Internship Programme updated by 2024	1. Training on DEI principles developed 2. N° of trainings on unconscious bias completed 3. Revised Internship policy published & implemented. 4. N° of interns from NR and UR Member States 5. Guidelines on Reasonable Accommodation developed (linked to broader organizational strategy & subject to financing)	T.1: DEI principles & unconscious bias trainings institutionalized T.2: At least 60% of personnel trained by end 2027 T.3: Revised internship programme implemented T.4: N° interns from non- and under-represented Member States increased by at least 10% T.5:Guidelines on Reasonable Accommodation issued and widely communicated	One pilot session (unconscious bias) delivered in 2023 for 45 participants 112 interns from under-represented countries (28%) and 4 interns from non-represented countries (1%)		T.3: (Q.4)	T.1 (Q.3) T.2 T.4 T.5 (Q.4)	T.2 T.4	T.2 T.4
	10. Review, update, and mainstream the UNESCO Competency Framework, including the core values.	UNESCO Competency Framework revised to incorporate/strengthen DEI in the workplace by 2026	UNESCO Competency Framework revamped with focus on DEI	T.1: UNESCO Competency Framework developed and implemented (subject to the provision of resources)	UNESCO Competency Framework 2016					T.1: (Q.4)

* [Annual Autumn Report to the Executive Board on the situation of geographical distribution and gender balance of staff in the Secretariat \[217 EX/4.IV.B\]](#)

AIM 3: ADAPT FOR THE FUTURE

Key Objectives	Actions	Indicative measures of success	Performance Indicators	Target/Output	2023 Baseline	2023	2024	2025	2026	2027
1. Improve the agility & flexibility of the Organization	1. Develop a transparent selection process for emergency and post-crisis situations	Specific mechanism/HR plans in place to support field operations by end 2024	Deployment process developed with Sectors & Field Offices	T.1: Deployment process in place for emergency & post crisis situations	N/A			T.1: (Q.4)		
	2. Develop a pilot programme for decentralization of HR expertise and processes as part of the implementation of UNESCO's field network reform	Mapping of HR processes and authorities to be delegated to the field by 2024	N° of HR processes reviewed to support the implementation of UNESCO's field network reform	T.1: Core HR processes reviewed and table of delegated authorities issued	N/A			T.1: (Q.1)		
	3. Strengthen career development opportunities for National Professional staff	Number of national staff promoted to Int. Professional posts	N° of NPO's participating in career development programmes Level of satisfaction of NPOs participating in career development programmes	T.1: Increase in N° of NPOs promoted to International Professional positions T.2: 10% annual increase in participation of NPOs in career development programmes T.3: 80% satisfaction rate of NPOs with their career development (as evidenced through the Employee Engagement Survey)	1 NPO appt. to IP post (2024) 25 NPO's participated in the "Skill-up" Programme [NPO population : 225]		T.1 T.2 T.3	T.1 T.2 T.3	T.1 T.2 T.3	T.1 T.2 T.3
	4. Review and update contractual frameworks for more flexibility and alignment with the present & future workforce		Guidelines on the appropriate use of contractual modalities in place	T.1: Guidelines issued (as part of workforce planning guidance) and widely communicated T.2: Implementation of the accepted JIU Recommendations (subject to funding)	2023 JIU Report on use of Affiliate Personnel *		T.1: (Q.4)		T.2	T.2
	5. Identify and upscale on smarter, more agile ways of working	Flexible working arrangements evaluated and further developed by end 2025	Guidelines for agile practices developed for managers and teams	T.1: Review of Flexible Working Arrangements Policy T.2.: Implementation of accepted JIU recommendations on FWA T.3: Guidelines & info. Sessions communicated to staff	2023 JIU Report: Flexible Working Arrangements **			T.1 : (Q.4) T.2 : (Q.4)	T.3: (Q.1)	
	6. Implement measures to make UNESCO a more flexible and family-friendly Organization	Updated HR policies on parental leave (maternity, paternity etc.) in 2023	N° of measures/policies implemented or revised Spouse Employment opportunities reviewed with Field partners	T.1: Parental leave framework developed and implemented T.2.: Daily time-off for lactating parents policy elaborated and implemented T.3.: Global Medical Insurance scheme in place for Service Contractors in the Field T.4: Review and development of approach for spousal employment opportunities	1. Draft Parental leave policy for staff 2. Draft Daily time-off for lactating parents policy 3. Enhanced conditions of service for Service Contractors		T.1: (Q.3) T.2: (Q.3)		T.3: (Q.2)	T.4: (Q.2)

* [2023 JIU Report on the use of Affiliate Personnel](#)

** [2023 JIU Report: Flexible Working Arrangements](#)

Key Objectives	Actions	Indicative measures of success	Performance Indicators	Target/Output	2023 Baseline	2023	2024	2025	2026	2027
2. Strong HR Structures & Partnerships to better assist managers and personnel to improve performance and operations	7. Undertake functional review of HR functions by end 2023	HRM structure/staffing readjusted ensuring it is fit-for-purpose and will facilitate implementation of HR Strategy (for 2024/2025)	N° of key functions reviewed	T.1: Decentralized HR functions & delegated HR authorities consistent across the regions defined T.2.: Updated Table of Delegated HR authorities issued & fully implemented	Existing HR Manual provisions on key HR functional areas		T.1: (Q.4)		T.2. (Q.4)	
	8. Align HR structures to business needs, taking into account the field reform	HRM staffing to allow for outposting (funds needed) of HR Int. posts to Regional Operational Platforms by 2026/2027	1. HR structure readjusted to facilitate implementation of HR Strategy priority actions 2. N° of posts identified for outposting to Regional Administrative platforms	T.1: HR structure in place that is fit for purposes and contributes to supporting field network reorganization T.2: Each Regional Platform to include one HR Business Partner (BP) (43 C/5)	N/A		T.1: (Q.3)		T.2	
	9. Explore designation of HR business partners in programme sectors	Number of sectors making shift to designate HR business partner(BP) model	N° of Sectors with dedicated HR business partner post	T.1: HR Business Partner model developed T.2: Each Sector to have at least one HR BP (43 C/5)	Implemented in ED Sector			T.1 (Q.4)		T.2
	10. Position HR partnerships (external expertise) to complement the workforce in implementing UNESCO's mandate	Increased number of personnel working under HR partnerships framework	N° of HR Partnerships by Sector/priority areas Guidelines on HR Partnerships updated	T.1: Maintain & increase level of HR partnerships, including Partnerships with new donors T.2: Guidelines on HR Partnerships for Managers updated and widely communicated	158 HR Partnerships	√	T.1	T.1 T.2 (Q.3)	T.1	T.1
3. Enhanced HR Systems to improve the efficiency and effectiveness of HR processes	11. Identify and implement digital solutions for HR processes in line with UNESCO's IT Strategy	HR Systems, applications and platforms harmonized by end 2027	Digital solutions implemented, resulting in the alignment and integration of all key HR processes	T.1: Harmonization of HR systems, applications and platforms and improved efficiency of HR processes	HR systems not included in IT strategies and only partially included in governance mechanisms					T.1
	12. Develop SOPs for common procedures and processes to ensure consistent application of regulations	SOPs for key processes developed by end 2027	N° of SOPs for key HR processes identified	T.1: Mapping of HR SOPs, identification of improvements required and plan developed for updates. T.2: SOPs developed & finalized for each paper-based workflow moved to system	N/A			T.1		T.2
	13. Increased communication of HR policies and processes using digital solutions	HR dashboards upgraded to facilitate access to key stakeholders on real-time progress	1. % of staff expressing satisfaction with open and transparent communications 2. N° of personnel participating in HRM info./exchange sessions 3. HR dashboards improved to facilitate accessibility of key users	T.1: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction that information is shared openly and honestly, and a further 10% increase in 2026 Survey T.2: On-line info./sessions systematically implemented for each new or revised policy T.3: Interactive/dynamic dashboards using data visualization software in place for stakeholders in line with business needs	1. 44% of respondents in the 2021 Employee Engagement Survey believed that information is shared openly and honestly within UNESCO 2. On-line info./exchange sessions organized for managers and staff on key HR policies changes 3. Static HR Dashboards updated on a monthly basis	√	T.1 (Q.3) T.2	T.2	T.1 (Q.3) T.2 T.3 (Q.2)	T.2

AIM 4: ATTAIN BETTER RESULTS & IMPACT

Key Objectives	Actions	Indicative measures of success	Performance Indicators	Target	2023 Baseline	2023	2024	2025	2026	2027	
1. Safe and Healthy work environment	1. Develop and implement an employee wellbeing framework focusing on occupational health and safety and accountability including prevention measures to address key mental health risks	Outcomes from wellbeing surveys including Global Staff Survey, and actions implemented	UNESCO's Occupational Health & Safety Framework developed including Mental Health component by 2026, taking into consideration feedback obtained through UNESCO and UN surveys.	T.1: UNESCO's overall Occupational Health & Safety Framework developed by 2026, including Mental Health component by 2025 in line with UN Mental Health & Wellbeing Strategy T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction on wellbeing, as compared to 2021 survey T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey	50% of respondents to the 2021 Employee Engagement Survey believed that UNESCO cares about employee wellbeing		T.2. (Q.3)	T.1: (Q.4)	T.1 T.3: (Q.3)		
		UNESCO's occupational health & safety policy developed by 2026									
	2. Progressive transition of Medical Service to an Occupational Health Service [monitoring the health of the workforce, preventing work-related illness in the workplace by encouraging safe working practices, and monitoring and supporting the management of sick leave]	Measures to facilitate return to work after extended (sick or other) leave established	Framework for Return to work in place	T.1: Framework & guidance for managers and staff developed and implemented	N/A				T.1: (Q.4)		
		Reduction in sick/absenteeism rates	Workforce health monitoring programme implemented	T.1: Workforce Health Monitoring Prg. & reporting mechanisms in place	N/A					T.1	T.1
2. Positive and constructive staff-supervisor relationships	3. Strengthen supervisors' management skills with a focus on managing remote/agile teams	Increased number of supervisors participating in management training	N° of supervisors participating in management skills training	T.1: Increased number of supervisors participating in management training T.2: Target of 70% of managers supervising at least three staff members participating by end 2026	36 supervisors participated in people management training	√	T.1	T.1	T.1 T.2: (Q.4)	T.1	
		Number of managers undertaking 360° assessment programme	N° of supervisors participating; action plans identified	T.1: 200 supervisors participating by end 2025 T.2: Action plans included in Programme by 2026 T.3: 360° approach reviewed for potential integration in performance management process	28 fully participating (out of 140 identified) some 800 supervisors on board			T.1 (Q.4)	T.2: T.3		
	5. Proactive support to managers and personnel, as and when necessary [mediation, early prevention/ conflict management]	Global Staff Survey feedback on staff-supervisor relations	N° of managers participating in training workshops on conflict management and difficult conversations	T.1: Increase in N° of managers participating in conflict management training workshops T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey feel their managers deal effectively with conflict, as compared to 2021 survey T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey	120 supervisors attended Perf. Mgmt training workshops 57% of respondents in 2021 Employee Engagement Survey believed their manager dealt with conflict effectively		T.1 T.2 (Q.3)	T.1	T.1 T.3: (Q.3)	T.1	
		6. Develop Code of Conduct for UNESCO staff [Ethics Office: lead]	Code of Conduct developed (2023) and proactively communicated	Establishment of the Code of Conduct	T.1 Code of Conduct developed (2023) and proactively communicated.	N/A	√				

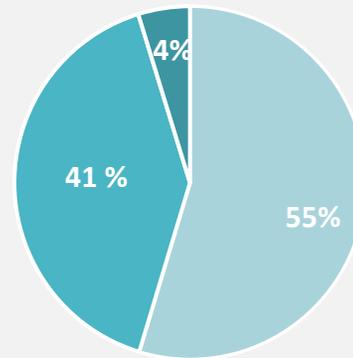
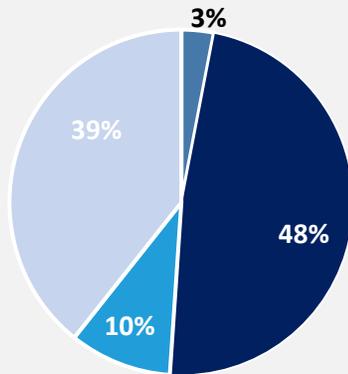
Key Objectives	Actions	Indicative measures of success	Performance Indicators	Target	2023 Baseline	2023	2024	2025	2026	2027	
3. Support career development	7. Training not just for the job you have but for the job you want!	Global staff survey satisfaction on fostering a culture of continuous learning opportunities	% of staff satisfied with learning & development opportunities measured through Employee Engagement Survey	T.1: Guidelines and updated Learning Policy communicated to Personnel T.2: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction with learning & development opportunities, as compared to 2021 survey T.3: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey	44% of respondents to 2021 Global Staff Survey indicated that the Organization provides appropriate learning & development opportunities		T.2 (Q.3)	T.1: (Q.4)	T.3 (Q.3)		
	8. Develop an assessment and development process to ensure a rapid and inclusive identification of Heads of Field Offices, with emphasis on people mgmt. Skills	Assessment methodology for identifications of Heads of Field Offices developed and implemented	1. Assessment methodology developed 2. Assessment centre deployed for target participants, subject to availability of resources.	T.1: Assessment centre approach designed, deployed and evaluated, subject to resources	N/A			T.1: (Q.3)			
	9. Refine the Functional Mobility Programme based on lessons learned from the Pilot (2022/23)	Number of functional mobility moves per year	Number of functional mobility moves per year	T.1: Functional mobility programme reviewed & revised to make it fit-for-purpose	1. One functional move in the Pilot Functional Mobility exercise				T.1: (Q.2)		
	10. Further improve the Geographical Mobility Programme vis-à-vis candidate experience/feedback (2023/2024)	Decrease in the average time-in-post (all staff categories); Decrease in the number of staff having exceeded their Standard Duration of Assignment (SDA);	1. % staff having positive view on mobility as integral part of career development 2. Number of geographical moves per exercise 3. % of IP staff on rotational posts exceeding their SDA	T.1: Geographical Mobility Programme 2023/2024 reviewed and enhanced based on experience/feedback T.2: Increase in % of geographic moves from staff due to participate in the mobility programme T.3: Decrease in the % of IP staff having exceeded their Standard Duration of Assignment (SDA)	1. 65% of 2021 respondents to Employee Engagement Survey believe mobility programme is beneficial for career development at UNESCO 2. 29 reassignments of P/D staff in 2023-2024 exercise of which 21 (72%) were due for mobility 3. 25% IP staff exceeded their SDA as of Dec 2023			T.1 T.2: (Q.4) T.3	T.3	T.2 T.3: (Q.1)	T.3
	11. Provide career development advice and support service to managers and employees	Effective mechanism in place for Short-Term Development Assignment (STA) [including funding mechanism];	Guidelines developed and communicated for STAs	T.1: Guidelines communicated to Sectors & Field Offices T.2: Increased number of STAs facilitated per biennium, with particular focus on locally recruited staff (all categories), subject to funding T.3: Annual reporting to Executive Board on N° of internal vs. external appointments	25 STAs Annual Autumn report to Executive Board on recruitments (geographical distribution & gender)				T.1: (Q.2) T.2	T.2 T.3: (Q.1)	T.2
			Level of satisfaction of support for career development	T.1: Target of 10% increase from respondents to 2024 Employee Engagement Survey expressing satisfaction with available support to acquire skills and knowledge for career development, as compared to 2021 survey T.2: A further 10% increase from respondents to 2026 Employee Engagement Survey, as compared to 2024 survey	Regular Workshops held on CV writing, preparing for competency-based interviews, providing feedback etc. 46% of 2021 respondents in Employee Engagement Survey were positive in their assessment of available support to acquire skills & knowledge for future career benefit			T.1 (Q.3)		T.2 (Q.3)	
12. Develop Career Development Plan for Junior Professional Officers (JPOs), Young Professionals (YPs) and National Professional Officers (NPOs)	Career Development plans for JPOs, YPs and NPOs developed and in place by 2nd semester 2024.	1. Framework established 2. Career support and learning opportunities proposed	T.1: Development and implementation of the Framework T.2: Three career support and/or learning & development opportunities proposed per year	2 skills building sessions delivered (mentoring & skill-up) + specific mentoring YPP programme			T.1: (Q.4)	T.2	T.2	T.2	

ANNEX II - UNESCO WORKFORCE AT A GLANCE - June 2024

5134 PERSONNEL AT UNESCO

2469 Staff Members
48% of total workforce

2665 Affiliate Personnel
52% of total workforce



- Director & above level Staff (D+) - 75
- International Professional Staff (P) - 1186
- National Professional Officers (NPO) - 238
- General Service Staff (GS) - 970
- Consultants - 1457
- Service Contracts - 1081
- Loans, Stand-By-Personnel, Short-Term Contracts, Un Volunteers & Sponsored Trainees - 127

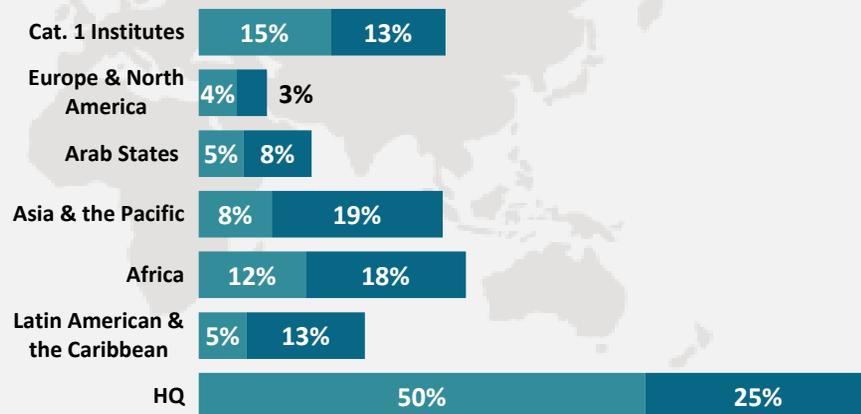
Staff Members: Fixed-Term Contracts, Temporary Appointments, Junior Professional Officers, Project Appointments & Secondments. Staff on Leave Without Pay are not included.

Affiliate Workforce: Consultants, Service Contracts, Short-Term contracts for free-lance interpreters and translators, Loans, Short-term contracts, Stand-By-Personnel, UNV & Sponsored Trainees.

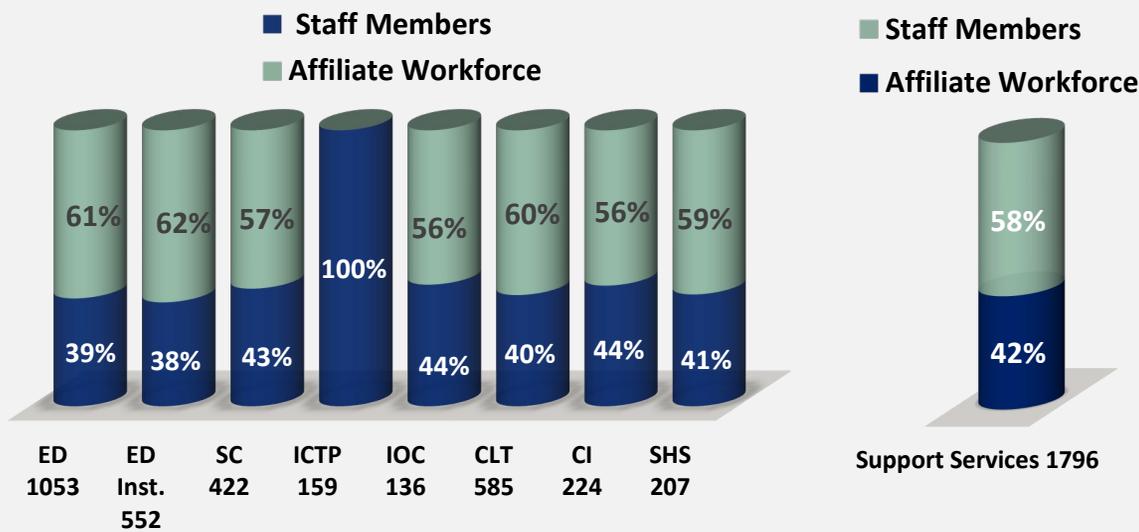
WORLDWIDE PRESENCE

- HQ
- Field Offices
- Cat. 1 Institutes

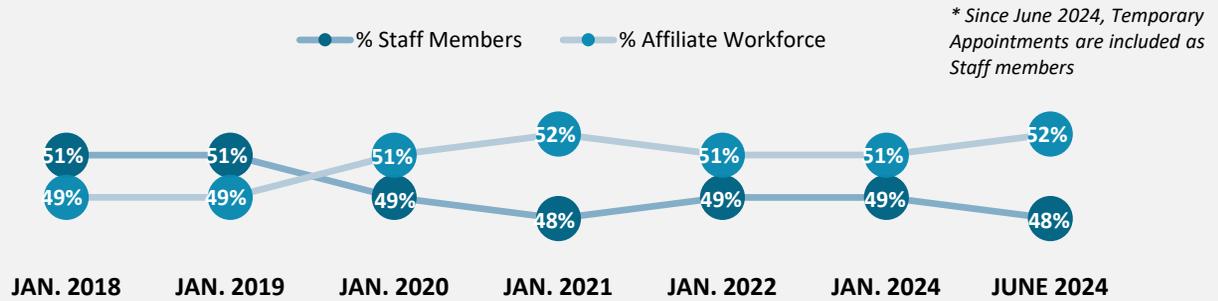
- Staff Members
- Affiliate Workforce



WORKFORCE BY SECTOR* (*excluding UNESCO Brasilia Office affiliate Personnel)



EVOLUTION OF THE WORKFORCE SINCE JANUARY 2018

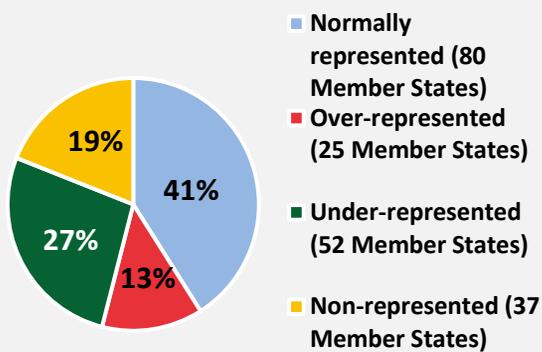


DIVERSITY

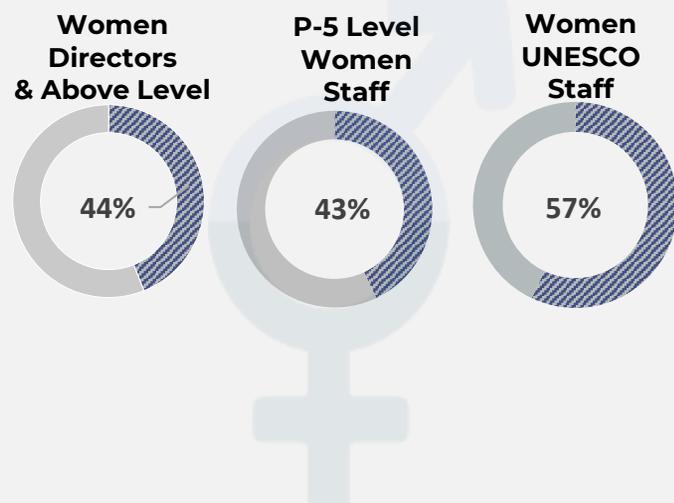
2469 STAFF MEMBERS FROM 171 NATIONALITIES

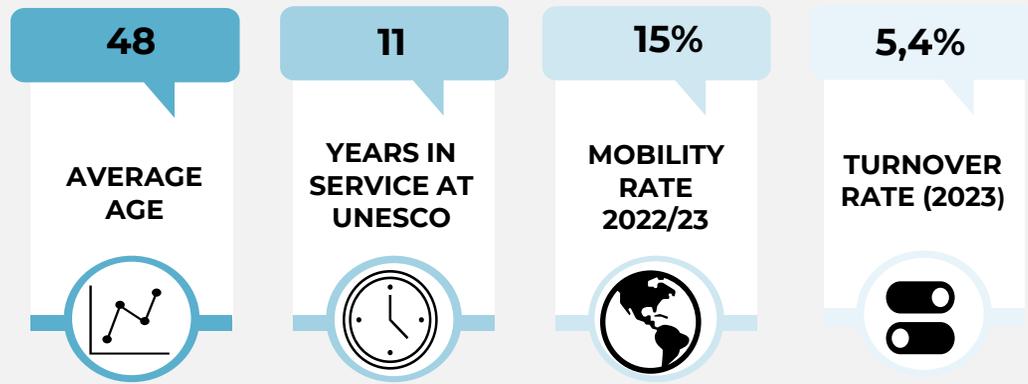
GEOGRAPHICAL DISTRIBUTION

194 Member States of which **81%** are represented
[Geographical Professional posts only]



GENDER PARITY





FUNDING SOURCE

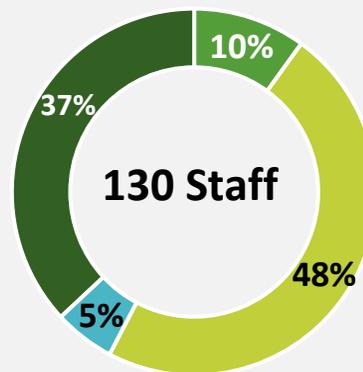
1522 Staff on Regular Budget



947 Staff on Voluntary Funding

ANTICIPATED RETIREMENTS OF STAFF ON ESTABLISHED POSTS BETWEEN 2024 & 2027

- Director & above level Staff (D+): 13
- General Service Staff (GS): 62
- National Professional Officers (NPO): 7
- International Professional Staff (P): 48



For more detailed information, please refer to [the Key Data on UNESCO Personnel](#).