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

PART IV

HUMAN RESOURCES ISSUES

Implementation of the Human Resources Management Strategy 2017-2022

ADDENDUM 2

COMMENTS BY THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

SUMMARY

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.

1. The International Staff Association of UNESCO (ISAU) has studied the report on progress regarding the human resources strategy and the next steps for its implementation. The report is, to a certain extent, informative about the shortcomings in current human resources management and makes it possible to learn more about the next key steps.

Strengthening staff capabilities for the SDGs

2. In general, we find it difficult to see how the components of the human resources management strategy proposed in this document are particularly relevant to the achievement of the SDGs. As references to the SDGs seems almost to be verbal only, one must question the actual relevance of the document presented to Member States. What is the vision of a reform that pays only lip-service to the objectives it purports to achieve? The reference to the SDGs could have led to a challenge to the Secretariat working "in silos", and thus give genuine weight to functional mobility, which cannot seriously be implemented without genuine individual career management in the Bureau of Human Resources Management (HRM) and not almost exclusively in the sectors. How could it be surprising, then, that some staff members remain in the same post for years, or that performance evaluation has virtually no impact on careers? The reality is that, unfortunately, HRM does not play a central



Job: 2018/03183

role in career development. HRM limits itself almost solely to administrative tasks, delegating, for instance, nearly all recruitment to sectors. A real innovation for career management would be for HRM to fill a certain volume of posts every year, which would then be at the disposal of HRM, as is done for the Young Professionals Programme. The Director-General has limited room for manoeuvre for the establishment of posts. Our proposal would be for HRM to be explicitly entrusted with this, and to be accountable for it. This option would enable the direct management of talent-based mobility by adjusting needs and resources proactively and fairly. Such a measure would also address the situation of long-term temporary staff. Unfortunately, the document does not go far enough in terms of innovation.

3. With regard to the role of HRM, ISAU is concerned about certain types of recruitment, including project staff recruitment, which is not subject to geographical representation. The number of project appointments (PA) is increasing exponentially (approximately 400 at the time of writing). This kind of recruitment also circumvents the Appointment Review Boards (ARBs), and thus our participation and so remains opaque. HRM, which is the guarantor of geographical representation, should further involve in particular administrative officers in the field. HRM should create a unit to conduct investigations outside the context of those conducted by the Ethics Office and the Internal Oversight Service (IOS). The purpose would be to deal with staff grievances regarding the progress of their careers, before the problems reach the stage of the internal Appeals Board or the Administrative Tribunal (ILOAT, which, we recall, has condemned UNESCO repeatedly). Today, it is the representative staff associations that play that role.

UNESCO Competency Framework

4. ISAU welcomes the inclusion of key skills in vacancy notices in order to evaluate the match between the competencies required for the vacant post and the competencies of the candidates. We note that job descriptions should also be updated (as per Item 3.1, paragraph 9, of the Human Resources Manual) in order to be aligned with competency frameworks. Today, job descriptions and vacancy notices often refer to competencies that do not correspond to the reality of the functions in question. Therefore, although the initiative is commendable, its goals are attainable only if there is an effort made in updating in advance.

Recruitment

5. ISAU welcomes the implementation of the updated recruitment policy, with a 30% reduction in the time required for recruitment.

6. In addition, ISAU is continuing to struggle hard for the acceptance of its demands for greater transparency and efficiency in the ARB process. The lack of visibility and real involvement is in violation of the status to which the representative staff associations are entitled. After 11 months of implementation, we are sufficiently detached to be able to call for an improvement to the process.

7. It is essential to “actively identify sources of talent and establish a wide talent pool” (paragraph 5). However, in-house talents and experiences should not be overlooked in the search. UNESCO has staff with varied competencies, including skills that must be developed and recognized in recruitment, which is not necessarily the case today. We suggest that the posts in recruitment be re-advertised, as a priority internally and then externally; especially for posts at grades G-6 and G-7.

Mobility

8. We have worked with HRM and made our contribution to the development of the new mobility policy, which is an essential element in talent management. It is important that HRM play its full role and ensure that the new policy is actually applied.

Learning and development

9. ISAU agrees that this is an absolute priority as training is overwhelmingly endorsed by the staff. We therefore welcome the “invest for efficient delivery” initiative. However, this is only an ad hoc initiative, and we regret the lack of adequate funding to establish a genuine programme to improve training at UNESCO.

Performance management

10. ISAU concurs with the findings of the External Auditor on the shortcomings of the current system of performance management. This system, which easily be described as labyrinthine, is so complex that neither staff nor supervisors can find their way around it. Furthermore, it is not representative: most evaluations are extremely positive, although this does not correspond to the reality of performance. What is to be thought of an organization where 13% of staff “exceed expectations” and 86% “meet expectations”? This merely shows the tendency of supervisors to evaluate staff not sincerely, but for the sole purpose of evading bureaucracy. ISAU obviously intends to play its full role in the establishment of the new performance management policy which will remedy these shortcomings.

Create an Enabling and Engaging Work Environment

Culture of accountability and transparency – ethics/standards of conduct

11. ISAU notes all the projects related to ethics and standards of conduct and will continue to participate actively in this work as a representative staff association.

Internal justice system

12. As ISAU contributed to the review of the Appeals Board procedure, we wish to participate in the same way to the review of the grievance mechanism. With reference to the review of the rebuttal process in performance assessment, we call unreservedly for a comprehensive review of the evaluation system, which in its current state fails to be relevant and to reflect the reality of competencies and performance in the Organization. In any event, ISAU must be consulted on these points.

Staff well-being

13. ISAU has observed that staff fulfilment is not always at the heart of concerns, even though the Secretariat accepts in paragraph 10 that “staff wellbeing should be given a high priority”. The establishment of a well-being framework seems to be one of the few recent innovations covered in the document, and one that we encourage. However, further improvements are needed. In particular, it would be desirable for decent infrastructure to be put in place. Once again, we must be involved in the formulation of all policies, including telework and flexible working, which are yet to be democratized. Some supervisors are indeed refusing to introduce these arrangements, which are, even so, beneficial to the Organization as well as to the staff members concerned. We regret that, despite our many reminders to HRM, the Executive Board decision on the implementation of flexible working has still not been implemented, even though flexible working is more egalitarian and easier to establish than telework, which is not applicable to all posts.

14. We will remain vigilant concerning the introduction of these new policies: while these agreements should allow the Organization to “respond to the challenge in finding new and better ways of managing people, time and workloads”, they should not be used as a pretext and be misused to require even more work from people who are already performing more tasks than those that already exist in their job description.

15. Despite the innovation efforts on the theme of well-being, there is a sense of disconnect between personal development, which HRM would take responsibility for, and professional development, which would remain in the hands of the sectors.

16. ISAU certainly appreciates the holding by HRM of meditation sessions, but would like to see meditation as well on the numerous requests of representative staff associations that remain unanswered. One thing is certain: the proposed elements keep on coming, without any mention of consultation of staff associations, which does not augur well for the efficacy of the proposed reforms.

Monitoring and reporting

17. We fully agree about the essential nature of monitoring progress with data and statistics. However, we note that the HR Dashboard will be for ADGs/Directors of bureaux, and that the HR Strategy Dashboard will be for HRM (paragraph 11). It is deeply regrettable that the communication of this data to staff associations is not envisaged.

Action plans on geographical distribution and gender parity [Annexes II and III] Gender parity at all levels

18. With regard to geographical balance, it is surprising that the Secretariat persists in publishing figures only for Directors (paragraph 13). We should recall that geographical representation applies to all Professionals. The omission is all the more worrying because HRM has the data, which it has provided in great detail for gender balance.

19. ISAU considers that data on posts should be separated by source of funding (regular or extrabudgetary). In the context of a regular budget freeze, many staff are recruited on extrabudgetary funds. We emphasize in particular the absolute lack of visibility on the recruitment of project staff (PA), carried out exclusively by the sectors. We do not understand why, in the context of recruitment to these extrabudgetary posts (approximately 400), sectors should benefit from a separate regime.

20. Regarding gender balance, we can only express appreciation for the measures in place (including the management and leadership training programme for women referred to in paragraph 14). While this is a beginning, we must recognize, however, that such measures can only be successful by effectively raising global staff awareness about combatting the glass ceiling.

The global staff survey and the strategic transformation

21. We note in particular paragraph 15 (ii) which states that one of the priorities is “to ensure that the leadership of the Organization listens to and understands staff ideas and opinions, encourages innovation and creativity – so essential to this Organization – and is driving and managing change effectively”. Although we agree on the critical importance of the topic for staff, we nevertheless wonder how this “understanding”, “commitment” and “effective management” can be ensured in the absence of a specific mechanism.

22. With regard to the results of the survey, we invite Member States to look further than the summary proposed by HRM and to read the document detailing the results. We hope, at the very least, that the needs and aspirations expressed by the staff will be duly taken into account, including on the capacity of managers to engage in the career development of their staff and to manage conflict effectively; the fear of some staff members of expressing their views openly; the values and culture of the Organization; respect for individuals; performance management; confidence in leadership; conduct of change, and recognition and appreciation of work accomplished.



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PART IV

HUMAN RESOURCES ISSUES

Implementation of the Human Resources Management Strategy 2017-2022

SUMMARY

Pursuant to [39 C/Resolution 76](#), the Director General presents a first progress review of the Human Resources Management Strategy for 2017-2022 as well as its Action Plan.

Action expected of the Executive Board: proposed decision in paragraph 18.



Implementation of the Human Resources Management Strategy for 2017-2022

(Follow-up to 39 C/Resolution 76)

1. The updated Human Resource Management Strategy (HRM Strategy) for 2017-2022 was approved by the General Conference in November 2017. The Strategy, which is grounded on the Organization's Medium-Term Strategy 2014-2021, focuses on two primary objectives; the strengthening of staff capabilities for the Sustainable Development Goals (SDGs) and the creation of an enabling and engaging work environment. The strengthening of staff capabilities for the SDGs ensures that the Organization is equipped with a competent workforce to deliver on its evolving mandates more effectively and efficiently, through planning talent needs, attracting the right talent, and retaining and further developing talent. The creation of an enabling and engaging work environment provides the Organization with opportunities to maximise contribution of staff, individually and through teams, with high motivation and engagement. Under these two objectives, a set of 12 initiatives are planned to be carried out over a 6-year period, as set out in the Implementation Plan (Annex I).
2. Since the approval of the Strategy by the General Conference in 2017, much progress has been made in several areas of the Strategy. This report provides details on the progress through June 2018 as well as the next steps.

Strengthening Staff Capabilities for the SDGs

Initiatives	Activities/Milestones	Next steps
1. UNESCO Competency Framework	Key competencies integrated in the Vacancy Notices; UNESCO Values and Competency booklet accessible to applicants and hiring managers	Identify Competency development needs in the Performance assessment process (2020, as part the performance evaluation policy review)
2. Workforce Planning	Workforce plans piloted with Programme Sectors	Develop Workforce plans with all Sectors (December 2018)
3. Recruitment	Updated recruitment policy implemented; Timeline of 130 days for recruitment implemented and monitored (From 1 November 2017 to 30 June 2018: average of 146 days) Outreach strategy and plan developed	Carry out initial review of new recruitment process (September 2018) Implement Outreach plan (2019)
4. Mobility	Draft mobility policy developed (geographical and functional) Pilot mobility exercise conducted for Heads of Field Offices	Issue new policy (November 2018) Launch first mobility exercise (April 2019)
5. Learning and Development	Draft Learning and Development Action Plan developed Learning and development activities under "the Invest for Efficiency Delivery" implemented.	Finalize and get approval for Learning and Development Action Plan, and secure funding for its implementation. Complete development of modules and workshops, and launch. Pursue targeted roll-out of modules, supported by blended learning.
6. Geographically diverse workforce (See <i>Progress on Action Plan under</i>	Young Professional Programme launched for candidates from non and under-represented countries (April 2018) Dashboard to monitor geographical distribution implemented for Senior Management Team	Launch next round of YPP in 2019 for entry in 2020

Para. 12 & 13below)		
7. Gender parity at all levels (See <i>Progress on Action Plan under para. 14 below</i>)	Management and Leadership training programme for women developed	Implement Management and leadership programme for women (2019)

3. In order to fulfil the objective of strengthening staff capabilities for the Organization's major mandates, putting in place a robust talent management framework is essential. Over the last twelve months, the Organization has put in significant efforts to advance on the development and implementation of an effective and efficient talent management framework encompassing workforce planning, recruitment, learning and development, and performance management.

4. **Workforce planning:** Workforce planning is designed to anticipate demand of talent and ensure the supply of the right talent to achieve the Organization's mandates. A workforce planning process, which must be linked to the Organization's objectives, is facilitated by the human resources function but requires close cooperation and consultation with Programme Sectors and Services. The Bureau of Human Resources Management (HRM) has developed a draft framework and it is being piloted with the Programme Sectors. The main deliverable of the pilot exercise would be their workforce plans over a three-year horizon.

5. **Recruitment:** The updated recruitment policy was promulgated in November 2017 and has resulted in a speedier recruitment process. Covering the period from 1 November 2017 to 30 June 2018, the recruitment timeline has been reduced to 146 days, which is a reduction by almost 30% compared to over 200 days prior to the launch of the updated policy. A review of the implementation of the updated policy is scheduled to take place in September/October of 2018. The **2018 Young Professionals Programme (YPP)**, a main tool to address equitable geographical representation, was launched on 27 April 2018 and 104 non-represented and under-represented Member States were invited to participate in it. The exercise is expected to be finalised before the end of 2018. To actively identify sources of talent and establish a wide talent pool taking into account equitable geographical representation and gender parity, HRM has developed an **outreach strategy and plan** and will initiate discussions with Member States on its implementation as they play a key role.

6. **Mobility:** Mobility is a key element in talent management as it enables staff to broaden their experience, skills and knowledge, thereby supporting their career development and allowing the Organization to have more agile, versatile and broadly skilled workforce, and permitting managers to have more motivated staff with higher motivation. A new mobility policy is being developed and is scheduled to be launched in November 2018 with the first mobility exercise being planned in April 2019. The new policy will include provisions for both geographical and functional mobility. A pilot mobility exercise was conducted at the end of March 2018 through July 2018. It only included the Directors and Heads of Field Offices who have exceeded the standard duration of assignment (SDA) or who have fulfilled 50% of SDA, and resulted in nine transfers, which are being finalised.

7. **Learning and Development:** Learning and development provides staff with opportunities to enhance their ability to carry out their functions effectively, particularly in a fast changing environment. It also ensures that the Organization has the updated talent to not only achieve the current objectives but also to be able take on new challenges. Unfortunately, UNESCO has not benefitted from any systematic training programmes at the corporate level due to the lack of funding since 2012, until the recent implementation of learning activities under the *Invest for Efficient Delivery Plan* ([document 205 EX/5 Part III.C](#)). This was evident in the results of the Global Staff Survey, which was conducted in early 2018 as learning and development was one of the three priority areas for improvement identified by staff. While the *Invest for Efficient Delivery Plan* has been an important initiative to address some of urgent learning needs, it is a one-time initiative and the Organization needs a sustained mechanism for providing staff with continuous learning and development opportunities. In this context, HRM has recently developed a corporate wide learning and

development action plan, which focuses on aligning learning and development activities with needs of programmes. It includes three main programmes: core skills; leadership and management development; and competency development with a focus on organizational values. In order to implement the action plan, the Organization needs to secure sustained funding.

8. **Performance management:** Like other elements of talent management, the objective of an effective performance management system is two-folded: encourages staff to perform their functions at the highest level and maximise their potential and enables the Organization to fulfil its objectives. As the issues of the current performance management system have been identified following an external audit, HRM will develop a new performance management policy and process in coming months with a view to achieving the objective of an effective performance management system.

Create an Enabling and Engaging Work Environment

Initiatives	Activities/Milestones	Next steps
1. Culture of accountability and transparency	Global Staff Survey conducted (February 2018); Follow-up Action Plan developed.	Implement Follow up Action Plan Conduct next Staff Survey (2020)
- Ethics/Standards of Conduct	New Gift Policy developed Guidance on Conflict of Interest issued (in recruitment) Proposals for a revised Disciplinary procedure developed	Issue New Gift Policy (2018) Develop Guidance on Conflict of Interest in other HR areas Issue revised Disciplinary Procedure
2. Internal Justice System	Proposal for the review of the Internal Appeal System developed Revision of grievance mechanism initiated (including harassment) Review of the Rebuttal process (Performance) initiated	Issue the revised Appeals Board Statutes (2020) Revised grievance mechanism implemented (2019) Implement the new rebuttal process (2020)
3. Staff Well-Being	Telework Agreements in place (69 in 2018)	Develop Staff Well Being Framework (2019) Develop other Flexible Work arrangements (2019)

9. Under the objective of creating an enabling and engaging work environment, one of the main initiatives is to review the current **Internal Justice System**, including the internal appeals system, disciplinary procedure, anti-harassment policy, and performance evaluation rebuttal mechanism. The review focuses on making the process speedier, enhancing the transparency and consistency, and providing more clarity to roles and responsibilities of parties involved in the system, while ensuring due processes.

10. A global, competent and engaged workforce must be, by definition, a healthy workforce. As the Organization is asked to achieve maximum effect within the limited resources available, staff wellbeing should be given a high priority. A **Staff Well-Being Framework**, which will include expanded flexible work arrangements and occupational health and safety strategy, is being developed to promote ways to help staff balance the demands of work with life outside the office but also respond to the challenge in finding new and better ways of managing people, time, and workloads.

Monitoring and Reporting

11. For effective and timely implementation of the HRM Strategy, robust monitoring of progress using data and statistical information is essential. It will allow for identification of issues that impede the implementation and for discussion with relevant entities to resolve such issues. HRM developed the following dashboards for this purpose:

- (i) The HR Dashboard, for ADG/Directors of Bureaux, which monitors key HR indicators, including workforce composition, geographical distribution and gender parity, vacancy rate, retirements, absenteeism, completion of performance reports.
- (ii) The HRM Strategy Dashboard, which allows HRM to monitor progress against all key initiatives in the HRM strategy. It will integrate the follow up actions to the Global Staff Survey results.

HRM also makes available [Key HR Data](#) for Member States on UNESCO.int.

Action Plans on Geographical Distribution and Gender Parity [Annexes II and III]

12. The number of represented countries has decreased from 81% to 80% in June 2018. The number of normally represented countries has also slightly decreased from 37% to 36%. The hiring of 11 Young Professionals from non- and under-represented countries in 2018 will have a positive impact on the geographical distribution in 2018, also taking into account the low level of retirements in 2018/2019. At the same time, outreach measures will be actively pursued: use of social media, participation in career fairs, outreach missions to selected countries, meetings with regional groups and individual meetings with targeted non- and under-represented countries.

13. At Director level, the representation has shown some variations (in absolute numbers) in Group I and Vb, since January 2018, as follows:

Table 1: Director staff (on geographical posts) by Regional Group (January-June 2018)

	Group I	Group II	Group III	Group IV	Group Va	Group Vb	Total
January 2018	23 (40%)	3 (5%)	9 (15.5%)	9 (15.5%)	8 (14%)	6 (10%)	58
June 2018	25 (40%)	3 (5%)	9 (14%)	9 (14%)	8 (13%)	9 (14%)	63

14. Gender Parity has been maintained in June 2018. As shown in Table 2, at Director level, the % of women is slightly higher than 50% (53%). At P-5 level however, women are still a minority (32%). Targeted action (including management training) will be initiated to address this. At junior levels, on the other hand (P-1/P-2, P-3), women are the majority at 62% and 54%, respectively. HRM will monitor the recruitment process to ensure that both men and women are shortlisted for junior positions, with a view to addressing the imbalance.

Table 2: Gender Parity (RP/EXB) as at 30 June 2018

Grade	F	%F	M	% M	Total
DDG/ADG	3	33%	6	67%	9
D-2	12	55%	10	45%	22
D-1	25	56%	20	44%	45
Total D+	40	53%	36	47%	76
P-5	42	32%	91	68%	133
P-4	118	48%	129	52%	247
P-3	174	54%	149	46%	323
P-2	155	62%	95	38%	250

Total P	489	51%	464	49%	953
Total D/P	529	51%	500	49%	1,029

The Global Staff Survey and the Strategic Transformation

15. The 2018 Global Staff Survey attracted a response rate of 65%. The results [**UNESCO Global Staff Survey 2018**] confirm the strong engagement of the staff, its commitment to the mandate of UNESCO and its sense of pride to be working for the Organization. The results also show areas for improvement, with three priority areas:

- (i) to work on the **values and culture of the Organization**, by creating a more open and inclusive atmosphere; where staff well-being is the utmost consideration; and which promotes communication, feedback and a culture which recognizes accomplishments;
- (ii) to ensure that the **leadership of the Organization** listens to and understands staff ideas and opinions, encourages innovation and creativity - so essential to this Organization - and is driving and managing change effectively;
- (iii) to place **learning and development** at the centre of human resources, by increasing the range and quantity of learning opportunities for staff.

16. The above findings confirm the relevance of many of the initiatives already planned in the HRM Strategy. HRM has developed a follow-up action plan to ensure that the survey results, particularly the priority issues, are systematically followed through in a timely manner. In addition, some of the follow-up actions are part of the work of the **Strategic Transformation Project**, in particular the Thematic Working Groups of **Operational Efficiency** and **Communications**, and HRM will coordinate closely with the Working Groups to ensure that they are implemented.

17. Each SMT member, and Directors of Field Office/Category I Institutes will be tasked with taking a critical look at the results of the survey in their entity and initiating actions for the areas for improvement. HRM will ensure a coordination of the various actions and a monitoring through the dedicated dashboard. The next staff survey will take place in 2 years.

Proposed decision

18. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling [39 C/Resolution 76](#),
2. Having examined document [205 EX/5 Part IV](#),
3. Takes note of the progress achieved in the implementation of the Human Resources Management Strategy for 2017-2022;
4. Requests the Director-General to present a full report on the implementation of the Human Resources Management Strategy for 2017-2022 at its 207th session and to the General Conference at its 40th session.

ANNEX I

UNESCO HUMAN RESOURCES MANAGEMENT STRATEGY FOR 2017-2022 IMPLEMENTATION PLAN

Objective 1. Strengthen Staff Capabilities for the Sustainable Development Goals											
Initiatives	Short Description	Performance Indicators	Time-frame					Responsible			
			2017	2018	2019	2020	2021	2022	HRM	Staff	Managers
1. Implement Competency Framework for UNESCO staff	Integrate the UNESCO Competency Framework in Human Resources Processes: include competencies in job profiles, in the selection process, the performance management process and in the learning programmes. Systematically promote competencies and values with a view to internalize them and embed them in UNESCO's culture.	Key competencies are included in Vacancy Notices. Interviews are systematically competency-based. Competency development needs are identified through performance assessment. Learning programmes are in place to develop targeted competencies.							✓	✓	✓
2. Develop and implement Workforce Planning	Ensure that HR planning is integrated into the Programme and budget planning. Develop workforce planning tool, to assess current capabilities, identify staffing risks and gaps on a 3-year horizon. Develop a Workforce plan between managers and HRM to cover recruitment, learning and development actions.	Workforce plan developed and implemented with each Sector. Reduction in number of posts vacant after retirement.							✓		✓
3. Hire quality, committed candidates, with the expertise and skills required for the SDGs.	Develop and implement outreach strategies to attract a diversity of top candidates. Use assessment techniques where suited. Simplify the procedure and process, while ensuring its transparency. Make the process more rapid, with a timeline of 4-5 months from the issuance of the vacancy notice to the selection decision. Implement Service Level Agreements and monitor compliance.	Timeline of 4-5 months complied with in 75% of posts recruited.							✓		✓

<p>4. Achieve a geographically diverse workforce at all levels.</p>	<p>Implement measures set out in the Action Plan to improve the geographical distribution (Annex II), in order to reduce the number of under-represented and non-represented Member States and increase the number of normally represented countries.</p> <p>Work with Member States concerned to identify best avenues to attract qualified candidates at all levels. Pursue the Young Professional Programme every biennium, starting from 2018.</p>	<p>85% Member States represented in the Secretariat by 2022.</p>							<p>✓</p>		<p>✓</p>
<p>5. Achieve Gender Parity at all levels.</p>	<p>Implement measures set out in the Action Plan to achieve Gender Parity (Annex IV), to ensure that the principle of Gender Equality is embedded in all HR processes; and that gender parity is achieved and maintained at all levels, in particular at the Director level and above.</p> <p>Put in place specific measures to support the development of women in managerial and leadership roles.</p>	<p>50% women staff at all levels, including at Director level and above by 2020.</p> <p>% of women trained in leadership/managerial programmes.</p>							<p>✓</p>	<p>✓</p>	<p>✓</p>
<p>6. Implement a managed mobility programme.</p>	<p>Develop and implement a managed mobility programme covering both geographical mobility for international professional staff and functional mobility for general service staff by 2018.</p> <p>Facilitate the movements of staff at P-1 to P-3 level early in their careers.</p> <p>Promote mobility, by making it a requirement for promotion to P-5 level. Implement short-term assignments to foster mobility.</p>	<p>Above 10% geographical mobility rate for International Professional staff per biennium.</p> <p>% of functional mobility per biennium.</p> <p>Number of moves of staff with more than 6 years in same post/function.</p> <p>Number of successful short-term assignments.</p>							<p>✓</p>	<p>✓</p>	<p>✓</p>
<p>7. Implement the learning package under the Invest for Efficient Delivery Plan to build staff capacity and equip them with the skills required for the SDGs.</p>	<p>Develop and implement learning initiatives under the "Invest for Efficiency Delivery Plan". Target priority areas such as Resource Mobilization, Project management, Programme delivery at country level within the UN system, Leadership, Gender equality, Ethics, IT tools and corporate applications.</p> <p>Adopt flexible, blended learning approaches, and leverage technology. Introduce coaching and mentoring programmes as part of learning and development.</p>	<p>% of target population trained in each module.</p> <p>% of targeted staff coached</p> <p>Number of mentoring relationships in place for targeted staff</p>							<p>✓</p>	<p>✓</p>	<p>✓</p>

<p>12. Develop HRM staff capability and simplify key HR processes to improve operational effectiveness, including response time.</p>	<p>Develop key capabilities and skills for HR professionals, through learning and developmental assignments.</p> <p>Conduct a systematic review of staff rules.</p> <p>Simplify key HR processes.</p> <p>Establish Service Level Agreements for key HR processes, and monitor performance.</p>	<p>Number of development plans established to enhance HR competencies.</p> <p>Staff Rules review ed.</p> <p>75% of the key processes review ed and simplified</p> <p>At least 50% of key HR processes have SLAs by 2019, the other half by 2021.</p>							<p>✓</p>		
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ANNEX II

UNESCO GEOGRAPHICAL DISTRIBUTION ACTION PLAN FOR 2017-2022

OBJECTIVE 1: Increase the number of represented and normally represented countries to achieve a more balanced geographical distribution							
Expected Results	Initiatives	Performance Indicators	Time-frame	Responsible			Progress Update
				HRM	Managers	Staff	
1. 85% represented countries by 2022 2. 40% normally represented countries by 2022	<p>(a) Recruit Young Professionals each biennium from non- (NR) and under-represented (UR) countries, and ensure that at least 70% of the P1/P2 posts be retained for the Young Professional Programme.</p> <p>(b) Create a roster for pre-selected YPP candidates to enable managers to identify qualified candidates for project assignment or other posts.</p> <p>(c) Maximize the use of social media and use new technology such as webinars, to outreach qualified candidates from UR/NR countries.</p> <p>(d) Keep traditional direct contact with candidates from UR/NR countries, through missions, job fairs, etc.</p> <p>(e) Organize meetings with regional groups, especially ASPAC, GRULAC and Africa, and individual meetings with targeted UR/NR countries.</p> <p>(f) Contact Heads of Fields Offices of UNESCO to contribute to engaging UR/NR countries.</p> <p>(g) Implement the requirement that short-lists for all levels include at list one candidate from NR/UR countries.</p> <p>(h) Attract more candidates from NR/UR countries through UNV or other similar programmes.</p>	<p>Number of represented countries</p> <p>Number of normally represented countries</p>	2017-2022	✓	✓		
OBJECTIVE 2: Achieve a better balance among regional groups at senior level (Director and above)							
Expected Results	Initiatives	Key Performance Indicators (KPI)	Time-frame	Responsible			Progress Update
				HRM	Managers ODG/GE	Staff	
3. Enhanced geographical balance of senior level staff across regional groups by 2022	(a) Establish objectives for senior posts (starting from P-5 and above) with each Sector/Bureau based on the forecasted vacancy rate, taking into account the impact of upcoming retirements over the next 6 years.	Representation of Director staff and above across regional groups	2017-2022	✓	✓	✓	

ANNEX III

UNESCO GENDER PARITY ACTION PLAN FOR 2017-2022

OBJECTIVE 1: Achieve Gender Parity at all levels, including at Senior Level								
Expected Results	Initiatives	Performance Indicators	Time-frame	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
1. Gender balance achieved at all levels, including at senior level (P-5 and above).	<p>1.1. Establish gender targets at senior level by Sector/Bureau based on an assessment of the situation and monitor on regular basis.</p> <p>1.2 Set up outreach activities to increase the number of women candidates: Contact women's professional associations and networks, and advertise P-5 and above posts through them. Outreach toward potential women candidates through missions, webinars. Create roster for women candidates in the e-recruitment system. Work with other UN Agencies to identify qualified women at senior level positions</p> <p>1.3 Take measures at selection stage to increase the number of the under-represented gender (women or men)</p> <p>1.4 Implement requirement that short-lists include at least one qualified woman; apply a hiring ratio of 1 to 1 for P-5 posts and above.</p>	<p>Gender Parity (50%) is achieved at Director and P-5 level.</p> <p>Number of qualified women applicants increased.</p>	2017-2020	✓	✓	✓		
OBJECTIVE 2: Enhance women's professional development through dedicated training initiatives								
Expected Results	Initiatives	Key Performance Indicators (KPI)	Time-frame	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
2. Increased number of women ready to take on new roles including leadership roles, and equipped with the required competencies and skills	<p>2.1 Launch mentoring programme for P-3/P-4 women staff.</p> <p>2.2 Organize training workshops for women staff such as on networking and succeeding in interviews.</p> <p>2.3 Develop "Women in Leadership" modules for women staff at P-4 and above levels.</p>	<p>% of women participating in development activities.</p> <p>% of women appointed to new roles</p> <p>% of women appointed to D-1 and above posts</p> <p>Effectiveness rate with the learning and development activities</p>	2017-2022	✓	✓	✓	✓	

OBJECTIVE 3: A gender equality-conscious workplace								
Expected Results	Initiatives	Key Performance Indicators (KPI)	Time-frame	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
3. Enhanced awareness of gender equality and gender unconscious bias	3.1 Include a module on Gender Equality in training programmes, such as induction and leadership 3.2 Monitor the implementation of the mandatory Gender Equality training for all staff. 3.3 Ensure Gender Equality is included in the interview process. Add interview questions on gender equality to assess candidates' competencies on gender equality matters; ensure that awareness of gender unconscious bias is included in competency-based interview training for hiring managers 3.4 Develop and implement actions to reduce gender unconscious bias.	Effectiveness of training programmes % of staff attending the Gender Equality training	2017-2022	✓	✓	✓	✓	
4. Gender-conscious performance appraisal	4.1 Include Gender Equality indicators in the performance appraisal of managers.		2018	✓		✓	✓	
OBJECTIVE 4: A gender-friendly workplace contributing to professional growth								
Expected Results	Initiatives	Key Performance Indicators (KPI)	Time-frame	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
5. Exit interview targeting women staff	5.1 Conduct exit interviews with P and above women staff who leave UNESCO	Number of exit interviews conducted	2017-2022	✓			✓	
6. Work-life balance working arrangements	6.1 Telework policy and other flexible work modalities	Number of men and women staff taking up telework and their satisfaction rate, as well as the effectiveness of these arrangements within a team. Other Flexible Work modalities as required	2017-2022	✓				
7. Enhanced role of Gender Focal Points	7.1 Include Gender Focal points duties and responsibilities in the respective job descriptions.	Job Descriptions reflecting gender focal points responsibilities	2018	✓		✓		
8. Setup informal gender networks	8.1 Support the setup of informal networks of HR staff/managers working on gender.	Output/outcome of the meetings within the gender networks	2017-2022	✓				

Ref. Human Resources Management Strategy 2017-2022 [Annex IV of [202 EX/5](#) Part IV (B)]