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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

ADDENDUM 2

COMMENTS FROM THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

A. Implementation of the Human Resources Management Strategy for 2017-2022

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 212 EX/5.IV.A).

1. ISAU regrets that, in a document on the human resources management strategy, the Bureau of Human Resources Management (ADM/HRM) has not mentioned career development or staff motivation.

Mobility

2. ISAU hopes that the mobility exercise announced will be transparent and that all the recommendations made in the audit by the Internal Oversight Service (IOS) will be applied. ISAU will be all the more vigilant on this point since it has had to ask ADM/HRM to intervene to put an end to attempts to circumvent the mobility exercise by means of transfers outside the mobility period, even though the exercise has already begun. ISAU recalls that this exercise must be carried out transparently and fairly in order to gain the support of the staff. In this regard, the document refers to the Global Staff Survey to say that staff consider mobility to be an advantage, but it does not sufficiently emphasize that the same survey has demonstrated a decline in confidence in the mobility exercise. We reiterate that such an exercise absolutely must be based on the principles of efficiency, competence and justice, bearing in mind that the staff and the associations representing them have expertise in this area, which management would be well advised to take into account.



Job: 202103284

3. ISAU is fully in favour of allowing a staff member to apply for a more senior post in the context of mobility. We therefore support the proposed revision of Staff Regulation 4.4.2, which is as much a matter of fairness as of efficiency. We also see this reform as a step towards a return to internal recruitment. It should be recalled that the elimination of the phase of internal advertisement of posts has not been formally evaluated as such. While no one disputes the objective of speeding up recruitment procedures, it must be stressed that it has had an adverse impact on staff motivation.

Recruitment and outreach

4. We note with satisfaction that the recruitment of former project appointments (PAs) from January 2020 to June 2021 concerns 20% of the total recruitment of posts (geographical and non-geographical) at the professional and director levels. ISAU would like to see efforts to regularize PAs and temporary staff, in particular workers who have been with the Organization for more than five years. In that connection, in order to promote transparency and communication in this area, we would have appreciated a document on PAs similar to the one provided in respect of non-staff personnel (document 212 EX/5.IV.B).

5. We cannot give credence to ADM/HRM's assertion that the Young Professionals Programme (YPP) is a "proven measure to improve geographical representation". The figures clearly show that there has been no improvement in geographical distribution and that the programme has not achieved its intended objective.

6. It should be noted, again in the light of figures on geographical distribution, that outreach measures have had a limited effect. The geographical imbalances are not related to the number of applications submitted but to the fact that ADM/HRM does not have sufficient control over the recruitment process. With 75% of recruitment from normally represented or over-represented countries, it is clear that ADM/HRM does not exercise strict control over the recruitment process.

7. The excessive delays in recruitment, as pointed out in the IOS audit report, continue to concern us, especially since the measures implemented so far seem to have failed. We are still far from the 130-day target. The instances of non-compliance revealed by the audit (panel members did not sign off on the appointment recommendations, important information was missing from recruitment files) are further proof of ADM/HRM's failure and lack of involvement and follow-up.

8. In this respect, the audit report clearly points to ADM/HRM's shortcomings in terms of planning, management and even involvement in recruitment. ISAU has been making this observation for many years and, while we are pleased to see it highlighted by IOS, we expect it to be followed by action. As we have repeatedly denounced, recruitment is in the hands of the sectors and ADM/HRM simply records the process. It is essential that recruitment be better managed at the level of ADM/HRM.

9. On the whole, ISAU supports the IOS recommendations, except those with regard to PAs, and reiterates its request that their recruitment be better managed by ADM/HRM and subject to the Appointment Review Board (ARB) and the principle of geographical distribution.

10. With regard to geographical distribution, IOS's finding that nine out of 20 geographical posts were recruited from over-represented countries undermines the hope of improving geographical distribution within the Organization. These figures corroborate our analysis of management's reports on staff movements, which show that from January 2020 to June 2021, 38% of appointments are of Group I nationals. We therefore welcome the IOS recommendation to submit decisions to appoint candidates from over-represented Member States to the Director-General for final decision.

11. The IOS recommendations are in line with our commitment to fighting the lack of transparency in the recruitment process and to improving the process' transparency. In this regard, we cannot help but be shocked upon reading paragraph 36 of the audit report, which states: "in some of the cases from our sample, important information relating to recruitment files kept in HRM was missing". This kind of observation once again demonstrates ADM/HRM's insufficient involvement in

recruitment; if ADM/HRM does not have all the important information, should we thus not conclude that its role is not important? From this point of view, the improvements promised by the adoption of the SAP SuccessFactors software system have not been achieved. Such a tool can only be successful if ADM/HRM plays a truly key role in recruitment; this requires ADM/HRM to have the necessary information.

12. Improving ADM/HRM's control over recruitment from the outset would help to reassure all the stakeholders that these processes are transparent. It would also help to dispel the legitimate suspicion that certain posts are earmarked, or even reserved, and that their descriptions are tailored accordingly.

Geographical distribution

13. ISAU has submitted its comments in a separate document (212 EX/5.IV.C.I Add.).

Staff learning and development

14. With regard to staff learning and development, we note once again that ADM/HRM has not considered it important to link learning and training with career development, despite our repeated requests to do so.

Internship programme

15. ISAU is in favour of the principle of paying interns. This is both because payment would be a fair reward for substantial work carried out for the Organization, and because such payment could significantly help nationals of non- and under-represented countries to take on internships at UNESCO. At its 211th session, the Board requested the Director-General "to present to it a paid internship programme scenario for at least the next two biennia and mechanisms for financing it". We would have liked to see proposals at this session.

Performance management

16. ISAU wishes to reiterate its profound disagreement with the new performance management policy, and particularly with the abolition of the Review Panel and the Reports Board. The new system, as part of which the Performance Review Board excludes the staff member concerned from his/her hearing, violates staff rights. This policy gives too much power to the supervisor, especially in cases where there is no second-level supervisor, which can lead to abuses. This shows the extent to which the 360° evaluation called for by ISAU is more relevant than ever; the assessment of supervisors' ability to evaluate their staff needs to be made possible.

17. ADM/HRM had given its assurance that a committee headed by the official responsible for legal matters within ADM/HRM would see to it that there were no abuses and that the policy could change if necessary. It would be advisable to assess this new policy and take appropriate corrective action. ISAU has concrete proposals regarding the matter and remains ready to work with ADM/HRM.

Staff welfare

18. We welcome the efforts made by management with regard to staff welfare, particularly the measures taken to facilitate teleworking during the health crisis and the vaccination campaign implemented at Headquarters and in the field. We also appreciate the flexibility shown by management with regard to the carry-over of annual leave and the provision of a room for sports activities. We note the development of an occupational health and safety policy, in which we wish to be involved prior to its launch. It should be taken into account that the Global Staff Survey indicated an 8% decrease in respondents who deem positive the measures taken to ensure staff safety at work.

Global Staff Survey

19. There has been a clear drop in confidence with regard to mobility issues. The survey results raise questions in respect of the following:

- the 6% decrease in the number of respondents who believe that mobility is beneficial for career development;
- the 5% decrease in the number of respondents who believe that mobility is useful for UNESCO' s effectiveness;
- the 4% decrease in the number of respondents willing to take up a different post in their corresponding offices/sectors/divisions in the next five years;
- the 5% decrease in the number of respondents willing to switch duty stations in the next five years.

20. In addition, the document mentions a “significant improvement” in communication and information-sharing, learning and development, performance management, and staff well-being, but much still remains to be done, as listed below.

- Communication: We note that only 44% of respondents feel that information is circulated openly at UNESCO.
- Learning and development: The staff satisfaction rate is only 45%. Less than half of the respondents feel that they have the materials necessary for improving their skills and knowledge with a view to a future career. Less than half of the respondents feel that UNESCO provides good learning and development opportunities.
- Performance management: The survey largely corroborates what we have been repeatedly telling management and the Member States. According to the survey, only 37% of respondents find UNESCO' s performance evaluation system effective. That only one third of staff members consider the performance management system effective is cause for concern. It should make us reflect extensively not only on the management mechanisms in place, but also on management' s relationship with staff.



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PART IV

HUMAN RESOURCES ISSUES

SUMMARY

A. Implementation of the Human Resources Management Strategy 2017-2022

Pursuant to 211 EX/Decision 5.III.B, **Part I** of this document provides a full report on the implementation of the Human Resources Management Strategy 2017-2022.

Part II provides a roadmap/timeline for the development of a new Human Resources Management Strategy beyond 2022.

Part III provides an outline of the proposal to amend Staff Regulation 4.4 in the context of the Managed Geographical Mobility Programme, for onward transmission to the General Conference at its 41st session for approval.

Decision required: paragraph 33.



Job: 202102635

Background

1. In November 2017, the General Conference approved the Human Resources Management Strategy for 2017-2022. The Strategy was developed further to the Organization's Medium-Term Strategy 2014-2021 and 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 Implementation Plan (**Annex I**) spans six years and outlines a set of 12 initiatives under these two overarching objectives.

2. This document provides a report on the implementation of the Strategy since 2017. It outlines the introduction of a number of new or updated HR policies and initiatives aimed at enhancing the efficiency and effectiveness of human resources management processes. It additionally describes adjustments made in response to the COVID-19 pandemic and mandatory telecommuting, including new activities developed in support of remote working and fostering work-life balance.

Part I: Report on the implementation of the Human Resources Management Strategy 2017-2022

3. Tables 1 and 2 below provide an overview of the major achievements and initiatives undertaken in the context of the HR Strategy 2017-2022 under the two overarching objectives. More details were provided to the Governing Bodies in 2018 ([205 EX/5.IV](#)), 2019 ([207 EX/5.IV.B](#)), 2020 ([209 EX/5.III.A](#)) and 2021 ([211 EX/5.III.B](#)). An update of on-going or planned initiatives for 2021/2022 is also provided in this report.

Table 1: Strengthening Staff Capabilities for the SDGs

Initiatives	Activities
1. UNESCO Competency Framework	<ul style="list-style-type: none"> ▪ Competency Framework developed and implemented (2017) ▪ Competencies integrated into key HR areas including recruitment, learning and performance management (2017-2020)
2. Workforce Planning	<ul style="list-style-type: none"> ▪ Overall framework developed to support C/5 planning following the successful completion of pilot programme (2019) ▪ HR Dashboards developed with key indicators in support of HR planning ▪ Quarterly HRM meetings with Sectors on HR plans (recruitment, mobility, retirements, etc.)
3. Recruitment	<ul style="list-style-type: none"> ▪ Updated recruitment policy implemented (Nov. 2017) ▪ Authority in recruitment matters delegated to ADGs for P-1 to P-4 (Mar. 2019) ▪ New end-to-end recruitment tool for talent acquisition introduced; new features include: one recruitment tool for all staff recruitments including project appointments, increased transparency for stakeholders, automated notifications to Permanent Delegations of professional and higher-level vacancies (Nov. 2019) ▪ Talent Outreach Strategy and plan developed (2020/21) ▪ Increased use of social media; outreach campaigns featuring targeted search and media plan launched for key positions.

4. Mobility	<ul style="list-style-type: none"> ▪ Managed Mobility Programme developed and implemented (2019) with 51 staff reassignments ▪ Launch of the 2021/2022 Programme (Sept. 2021)
5. Learning and Development	<ul style="list-style-type: none"> ▪ Learning and Development priorities under the Invest for Efficient Delivery implemented (2017-2021) ▪ Some 70 Directors and Heads of Field Offices participated in Senior Leadership Development Programme (2019/2020) ▪ Pilot to promote traversal teams (agile methodology) carried out with ED Sector as part of Strategic Transformation process (2019/2020) ▪ Remote-working guidelines and online sessions for managers & staff (2020) ▪ Mentoring scheme designed and implemented (Sept. 2020) ▪ Skills Inventory Exercise launched (April 2021) to assess current expertise in-house and identify skills gaps ▪ Project Cycle Management Workshops launched for staff at HQ and field working on project/programme management (July-Sept. 2021) ▪ People Management and Supervision Training Programme launched for managers at grade P-3, P-4 and P-5 (July-Sept. 2021) ▪ Language programme for field staff in support of internal Mobility (2021) ▪ Decentralized learning budget to Sectors/field offices (2021) ▪ Career support & development training for individual staff & groups ▪ Induction and orientation sessions implemented twice yearly
6. Geographically diverse workforce <i>[cf. Action Plan in Annex 2]</i>	<ul style="list-style-type: none"> ▪ 15 Young Professionals appointed in 2019/2020 ▪ 2021 Young Professionals Programme launched (May 2021) ▪ HR Dashboard to monitor geographical distribution implemented ▪ Targeted meetings with non- and under-represented Member States ▪ Outreach events, career fairs, webinars implemented
7. Gender parity at all levels <i>[cf. Action Plan in Annex 3]</i>	<ul style="list-style-type: none"> ▪ Mentoring scheme designed and implemented to support career transitions for all staff particularly women moving to senior roles (Sept. 2020) ▪ Gender parity achieved at the Director and above level (between May 2017 and Jan. 2020)
8. Classification	<ul style="list-style-type: none"> ▪ Revised classification policy developed and implemented (Jan. 2020). ▪ New organizational management workflows developed (June 2021)

	<ul style="list-style-type: none"> Generic job descriptions developed for key segments of professional and support posts
9. Human Resource Partnerships	<ul style="list-style-type: none"> Strategic Framework for HR partnerships developed (April 2018) Partnerships Brochure and toolkit developed (2019)

Table 2: Create an Enabling and Engaging Work Environment

Initiatives	Activities
1. Culture of accountability and transparency	<ul style="list-style-type: none"> Two Global Staff Surveys conducted (2018, 2021) Delegation of authorities in recruitment (Mar. 2019) and in other HR matters implemented (January 2021)
2. Performance Management	<ul style="list-style-type: none"> Updated performance policy developed (Jan. 2020) Revised rebuttal process (Performance) implemented (2021) <i>MyTalent</i> Performance tool revamped; more user-friendly platform with user guides.
3. Ethics/Standards of Conduct	<ul style="list-style-type: none"> Guidance on Conflict of Interest in Recruitment issued (Nov. 2017) Gift Policy developed and implemented (May 2019) Anti-Harassment Policy developed and implemented (2019) Policy on the Protection from Sexual Exploitation and Abuse (2020)
4. Internal Justice System	<ul style="list-style-type: none"> Revised Disciplinary procedure developed and implemented (June 2019) Revised Appeals Board Statutes developed and implemented (2020)
5. Staff Well-Being	<ul style="list-style-type: none"> Revised Flexible Working Arrangements Policy developed (2020) – <i>to be issued once Alternate Working Arrangements in response to Covid-19 are no longer in place</i> HRM Intranet site remodelled (2021) and monthly HR communications to staff at large in support of accessibility and transparency of HR initiatives Key HR data & statistics accessible online for staff and Member States Rest and Recuperation policy updated and implemented Develop Occupational Health and Safety Policy (2021) for implementation in 2022

Progress update of on-going and planned initiatives for 2021/2022:

4. **Mobility:** Given the restrictions on travel imposed by governments as a response to COVID-19, a tailored approach to managed mobility was implemented in the first semester of 2021. This limited the programme to Directors/Heads of Field Offices and staff in hardship duty stations who had reached or exceeded their Standard Duration of Assignment. To that effect, seven

reassignments were carried out. The 2021-2022 geographical mobility exercise is expected to commence in September 2021, COVID-19 conditions permitting, and will include all remaining staff members that would have been considered for the 2020-2021 exercise, as well as those who would have reached their standard duration of assignment by 31 March 2022. The recommendations from the IOS evaluation on the mobility programme [[209 EX/5.III.A.INF](#)] have been integrated in the planning and the modalities of the programme. The IOS recommendation whereby staff members should be allowed to express interest for at least one higher-level-post in the Mobility programme would require an amendment to Staff Regulation 4.4 for it to be implemented. An outline of the proposed amendment is presented in **Part III** of this document.

5. **Recruitment and Outreach:** as from 1 January 2020 to end-June 2021, a total of 134 Professional and above-level appointments were made to geographical posts (116) and non-geographical posts (18 of which three linguistic posts) through competitive recruitment. Of these, approximately half (69) were internal candidates. Of the 65 external appointments, 15 (23%) were candidates from under-represented countries, one (2%) from a non-represented country, 25 (38%) from normally-represented and a further 24 (37%) from over-represented countries, the latter representing a slight improvement compared to 41% of over-represented candidates in 2018/2019.

6. A proven measure to improve geographical representation has been the Young Professionals Programme. In the 2019/2020 intake, fifteen (15) young professionals were appointed to geographical posts. The 2021 Young Professionals Programme (YPP) was launched in May. Following an online information meeting in April, with the National Commissions and Permanent Delegations, the 41 under- and non-represented Member States have been invited to submit candidates for this exercise. Appointments are expected to take place during the last quarter of 2021.

7. Outreach initiatives continued, in order to attract a diverse pool of qualified candidates both for specific posts and in general. These bespoke events each had a specific focus, targeting young graduates, junior professionals or senior professionals, and were individually tailored to maximize engagement with potential candidates. HRM has worked directly with Permanent Delegations on outreach, as well: a Talent Outreach Webinar was organized with Angola; a workshop on UNESCO Career Opportunities with the United Arab Emirates (UAE) took place; UNESCO also participated in a virtual Career Fair targeting candidates from the Middle East and North Africa regions. Targeted media campaigns and associated webinars have also been organized for certain senior posts, in close collaboration with the relevant Sectors and external specialists in international recruitment communication.

8. As of 30 June 2021, 79% of Member States are represented in the Secretariat which places UNESCO among the best geographically represented agencies, behind two larger organizations who count many more geographical posts. While UNESCO is still short of the 85% target by 2022 set in UNESCO's Action Plan on Geographical Distribution 2017-2022 (**Annex II**), efforts to reach this target will be deployed to achieve and sustain equitable geographical representation as is already the case for gender parity. With regards to the latter, UNESCO ranks among the top United Nations agencies to have achieved parity, with 55% of women represented in the Secretariat, 44% of which are at the Director and above level. Good progress has also been made in the representation of the P-5 level women colleagues, reaching 39% as of end-June compared to 35% as of August 2020 ([210 EX/5.IV](#)) with parity achieved at the P-4 level. More detailed information on **geographical distribution and gender parity** can be found in the separate report submitted by the Secretariat: document [212 EX/5.IV.C.I](#).

9. At its 211th session, the Executive Board requested the Director-General to take more effective measures to bring the recruitment delay down from 167 days to the target of 130 days from date of advertisement to selection. Since April 2021, the average recruitment time for professional posts and above has remained fairly constant, at 164 days. Measures to reduce the recruitment timeline have continued: the new recruitment platform (*SuccessFactors*) launched in November 2019 is regularly enhanced to further streamline the recruitment process and increase transparency as well as strengthen the security of confidential information. HRM has launched process improvements

initiatives to accelerate the process and to make it more effective: this includes systematic kick-off meetings by HRM with hiring managers prior to advertising posts, to clarify expected timelines, possible outreach activities, and the assessment process with the hiring managers. Guidelines and templates have been developed to ensure consistency in interview evaluations. The offer process has been streamlined; and training on the use of *SuccessFactors* continues to be offered. HRM takes on board the findings of the IOS audit on the recruitment process (see document [212 EX/35](#)) and will strive to implement its recommendations effectively.

10. **Learning and Development:** as requested by the Executive Board at its 209th session¹, HRM launched a Skills Inventory exercise in April 2021, in order to establish an overview of the existing expertise in UNESCO and identify critical competencies and skills gaps for current and emerging needs by Sector and thematic area. The first phase of the exercise, expected to be completed in early September 2021 entails consultations with individual Sectors, Services, Offices and Focus Groups – as well as the Staff Associations – to identify the technical, cross-cutting and soft skills required for business continuity. During Phase II, foreseen to begin mid-September 2021, staff will be invited to contribute self-assessments of their skills and experience identified during Phase I. Upon validation (Phase III), HRM will develop the appropriate actions in areas such as learning, recruitment, development (job shadowing, short term assignments) at corporate and sectoral level. This exercise will then continue for General Service staff in 2022. Preliminary results of the Skills Inventory exercise will be presented to the General Conference at its 41st session in November 2021.

11. In July 2021, HRM launched a series of interactive workshops on Project Cycle Management for staff at Headquarters and in the field working on project/programme management partnership. These intensive four-day workshops were developed in close coordination with the Bureau of Strategic Planning, the Internal Oversight Service and ADM Enterprise Risk Management unit. Key topics include stakeholder analysis, communication and stakeholder engagement, project design, risks and indicators for monitoring, evaluation, and learning. Workshops on drafting skills are also planned to take place later this year.

12. A learning programme on People Management and Supervision Skills was also initiated in July 2021, for managers/supervisors at the P-5, P-4 grades including some P-3 staff with supervisory roles. The objective is to strengthen managers' skills to accomplish UNESCO's mandate through the engagement and support of their team. To date, three workshops have been scheduled and some new sessions are being planned in order to reach out to the largest number of managers/supervisors from both Headquarters and field offices.

13. An inaugural Mentoring Programme for international and national Professional staff, identified 26 mentor-mentee pairs in September 2020. The 52 participants include 18 male and 34 female staff, with significant participation from field offices (21 staff) and institutes (8). In addition to matching mentors and mentees, the programme offers trainer-led webinars and quarterly check-in sessions for mentors and mentees.

14. Language courses continued to be offered to staff, despite the restrictions caused by COVID-19. A pilot programme delivering online language courses has allowed more than 100 colleagues from field offices and Institutes to participate. An evaluation of this pilot will be conducted in the coming months to determine the feasibility of continued classes online.

15. In recognition of specific learning and development needs of Sectors/Bureaux/Offices/Institutes, in May 2021, HRM issued a house-wide call for proposals for training that could not be addressed solely through corporate training programmes. The call generated high interest across the Secretariat including from many field offices. After a thorough review of the proposals, the following initiatives were supported: teambuilding and retreats; media presence training; digital

¹ [209 EX/Decision 5.III.A](#)

communication; risk management; procurement and contract management; fundraising and resource mobilization; results-based management; and data analytics.

16. **Human Resources Partnerships:** as of June 2021, a total of 241 young talents and experts representing various categories of HR Partnerships (Junior Professional Officers, secondees, staff on loan, sponsored trainees, sponsored junior experts, UNESCO Volunteers and UNVs) were assigned to Headquarters (115) and to field offices (126). Such personnel complement in-house talent and are vital to the support of the delivery of UNESCO's programmes. These human resources partnership programmes have many benefits as they offer potential career opportunities in UNESCO and help as well develop and strengthen capacities of staff who then return to government service or civil society work at the end of the programme.

17. **UNESCO's Internship Programme** continues to be adapted to align with best practices across the United Nations system with UNESCO actively participating in the recently established Interagency Working Group on interns, with the overall objective of promoting fair access and a more equitable participation of interns across geographical, social and economic groups. Three (3) Focus Group discussions with Administrative Officers (AOs) and hiring managers both at Headquarters and the field offices were conducted in June 2021; two meetings with the International Labour Organization (ILO) helped HRM gather information on practices in particular consideration of a paid internship programme. HRM will continue to consult with other sister Agencies on this issue and as requested by the Executive Board at its 211th session, scenarios for a paid internship programme and proposals for financing mechanisms will be presented to it at its 214th session in spring 2022.

18. **Performance management:** a new performance management policy was launched in January 2020, to align UNESCO to other United Nations agencies through an annual performance assessment cycle. With regular reminders and dedicated information sessions, 98% of staff completed their end-of-year performance for the annual 2020 performance cycle, and 95% of performance objectives for 2021 cycle have been validated.

19. **Staff well-being:** in response to the COVID-19 health crisis and the mandatory telecommuting, staff well-being initiatives and guidelines were put in place to support managers and staff with remote working and well-being. A flexible working arrangements policy was developed and is being currently being readjusted to align with the United Nations model policy of flexible work recently adopted by the CEB HR Network. The policy will be issued once the current Alternate Working Arrangements are no longer in force.

20. The Occupational Health Service has been at the forefront of the UNESCO pandemic response. In addition to providing guidance in line with Host Country decisions, it has been implementing the vaccination campaign at Headquarters for staff, retired staff and delegations, and is involved in the roll-out of the United Nations Vaccination Plan for Field Offices which is coordinated jointly by ADM and PAX Sectors. To facilitate the gradual return-to-office, medico-social initiatives for both individuals and groups of staff are being planned as from July through September. Work will also begin on the development of an Occupational Health and Safety policy, which will form a key component of the Staff Well-Being framework. Consideration of best practices and policies of other United Nations agencies and international organizations as well as lessons learned from the ongoing COVID-19 response will also be taken into account in the development phase.

21. **Global Staff Survey:** the [Global Staff Survey](#) was launched from 26 April 2021 to 28 May 2021. A total of 1,762 respondents participated for an overall response rate of 52%, and its results measured against the benchmark 2018 survey. The overall results reflected increases in most areas of engagement and confirmed the strong commitment of staff to UNESCO mandate. Areas that showed significant improvement from the last survey include communication and sharing of information, performance management, staff well-being, learning and development and managing harassment. Other areas that showed a positive, albeit modest improvement include work-life balance, reward and pay, values and equal treatment, with leadership and change management being identified as key factors for engagement at UNESCO. While 71% of respondents believe that

mobility is beneficial for career development at UNESCO, the results have fallen by 6% compared to the 2018 survey. Overall, the results of the survey confirm the relevance of many of the ongoing and planned initiatives of the HR Strategy and will feed into the development of the new HR Strategy beyond 2022.

22. **Monitoring and Reporting:** the HR dashboard, updated monthly, is a useful HR planning tool and provides ADGs and Directors of Sectors/Bureaux/Offices/Institutes and their Executive and Administrative Offices with an overview of key HR indicators, including workforce composition, geographical distribution and gender parity targets, vacancy rate, statutory and anticipated retirements etc.

23. Member States can also access key HR data and statistics on UNESCO staff [[Key Data UNESCO Staff](#)] which is updated on a biannual basis, and provides an overview of key trends on the staff composition, including distribution by location, category, grade, sector, age, funding source as well as trends in promotions, recruitments, retirements, mobility, gender and geographical distribution.

Part II: Future orientations (roadmap) on the development of a Human Resources Management Strategy beyond 2022

24. The current six-year Human Resources Management Strategy, approved by the General Conference in November 2017, continues through 2022. As outlined in **Part I** of this document, the majority of initiatives set out in the implementation plan of the 2017-2022 HR Management Strategy have been actioned or are on target to be completed by end-2022.

25. Over the last months, HRM has been reflecting on the future orientations of a new Human Resources Strategy beyond 2022, particularly in the context of the Organization's new Medium-Term Strategy ([41 C/4](#)) covering 2022 to 2029 and the Programme and Budget ([41 C/5](#)) covering 2022 to 2025.

26. The new Strategy will build on elements of the HR Strategic Transformation and Future of Work already underway, and other priorities which may emerge as a result of recommendations or decisions of internal/external auditors, governing bodies and other oversight mechanisms. Other important factors to be taken into account when shaping a new Human Resources Strategy include the impact of the COVID-19 pandemic on UNESCO's flexible ways of working; the results of the Global Staff Survey 2021; the Field Network Reform process and the outcome of the High-Level Committee on Management (HLCM) Task Force on the Future of the United Nations Workforce to which UNESCO actively participates.

27. To ensure an inclusive and consultative approach in the strategic reflection process, HRM is planning to launch as from December 2021 a series of consultations with a wide range of internal and external stakeholders including senior management, Directors and Heads of Field Offices, staff at large, Member States (Electoral Groups) and the Staff Associations. Consultations with other United Nations sister agencies on their future of work strategies/initiatives will also be undertaken.

28. The following proposed roadmap outlines the timeline for the elaboration of the new HR strategy and should allow review and decision-making by UNESCO's governing bodies at each stage of the process:

Actor	Actions	Timeframe
HRM	To organize consultations with: <ul style="list-style-type: none"> • Senior Managers (Headquarters and field) • Member States (Electoral Groups) 	Dec. 2021-Jan. 2022

	<ul style="list-style-type: none"> Selected groups of Staff (Headquarters and field) Focal Points for Global Staff Survey Staff Associations 	
HRM	<ul style="list-style-type: none"> to prepare the preliminary proposals and outline of new strategy to carry out the statutory consultations with Staff Associations and the Advisory Council on Personnel Policies (ACPP) to submit draft Strategy for examination by the 214th spring Executive Board 	Feb. 2022
214th Executive Board	<ul style="list-style-type: none"> to review draft Strategy and make revisions as required 	Spring 2022
HRM	<ul style="list-style-type: none"> to revise if necessary following recommendations of 214th Executive Board and submit for examination by 215th Executive Board 	Before mid-July 2022
215th Executive Board	<ul style="list-style-type: none"> to review and adopt on a provisional basis the new Strategy for 2023-2027 pending endorsement by the 42nd General Conference 	Autumn 2022
HRM	<ul style="list-style-type: none"> to begin implementation of new Strategy 	Jan. 2023
217 th Executive Board	<ul style="list-style-type: none"> to review first progress report of the new Strategy and make adjustments, as required 	Autumn 2023
42nd General Conference	<ul style="list-style-type: none"> to endorse the HR Strategy 2023-2027 	Nov. 2023

Part III: Proposed amendment to Staff Regulation 4.4 on the managed geographical mobility programme.

29. The purpose of this section is to provide advance information to the Executive Board on the amendments to Staff Regulations, which will be presented for approval to the General Conference at its 41st session under document [41 C/43](#).

30. The amendments are proposed with a view to implementing the recommendation 9 made by the Internal Oversight Service (IOS) in its Evaluation of the First Geographical Managed Mobility Programme [[209 EX/5.III.A.INF](#)], which reads as follows:

Recommendation 9: Build in career incentives:

“Staff members should be allowed to express interest for at least one higher-level post. This will require an open conversation and discussion process with Member States with a view to reconsidering the General Conference decision, which requires all promotions to be subject to internal and external competition. Alternatively, HRM should review other career incentives for mobility such as in-step promotions and temporary assignment taking this into account when estimating the average cost of each move.”

The implementation of this recommendation requires an amendment to Staff Regulation 4.4., as follows:

31. Currently all Professional and above level posts are advertised for a minimum of one month, to all applicants (external and internal). In the case of the managed geographical mobility exercise posts are advertised for internal candidates only; these posts are occupied by staff who are due to move. The managed mobility exercise may also include vacant posts. Staff may only apply and be selected to posts at the same grade as their current grade.

32. The recommendation by IOS that staff should be allowed to apply for a post at a higher grade in the mobility exercise, would require that for the purpose of the managed geographical mobility programme, vacant posts may be advertised internally first. While the process would remain competitive, the competition would be limited to internal staff. Should the post not be filled in the managed mobility programme, it would be advertised externally as per the standard procedure.

Chapter IV Appointment, Promotion and Transfer of UNESCO Staff Regulations and Staff Rules

Regulation 4.4.1

“Recruitment and appointments shall be made on a competitive basis following formal advertisement of the vacant posts for a minimum of one month. Subject to the provisions of Regulation 4.2, 4.3. and 4.3.1, and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former staff members with at least one year’s service, separated during the previous two years owing to the abolition of posts) shall be given priority of consideration for vacant posts, on the basis of equal competence. Next priority, with regard to advertised posts, shall be given, subject to reciprocity, to applicants already in the service of the United Nations and other Specialized Agencies, on the basis of equal competence.”

Regulation 4.4.2.

“The Director-General may limit eligibility to apply for vacant posts to internal candidates.”

Proposed draft decision

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

The Executive Board,

1. Recalling [209 EX/Decision 5.III.A](#) and [211 EX/Decision 5.III.B](#),
2. Having examined document 212 EX/5.IV.A,
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 the report on the implementation of the Human Resources Management Strategy for 2017-2022 (212 EX/5.IV.A) to the General Conference at its 41st session, with any relevant updates or revisions, as applicable, concerning ongoing initiatives and planned activities for 2021/2022;
5. Notes and endorses the roadmap outlining the timeline for the development of a new human resources management strategy beyond 2022;
6. Also takes note of the proposed amendments to the Staff Regulations in the context of the managed geographical mobility programme;
7. Decides to submit to the General Conference the following proposed amendments to Staff Regulation 4.4: (*amendments in bold italic*)

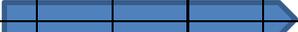
Regulation 4.4.1

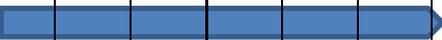
“Recruitment and appointments shall be made on a competitive basis following formal advertisement of the vacant posts for a minimum of one month. Subject to the provisions of Regulation 4.2, 4.3. and 4.3.1, and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former staff members with at least one year’s service, separated during the previous two years owing to the abolition of posts) shall be given priority of consideration for vacant posts, on the basis of equal competence. Next priority, with regard to advertised posts, shall be given, subject to reciprocity, to applicants already in the service of the United Nations and other Specialized Agencies, on the basis of equal competence.”

Regulation 4.4.2.

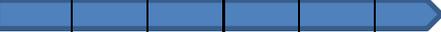
“The Director-General may limit eligibility to apply for vacant posts to internal candidates.”

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			Progress update
			2017	2018	2019	2020	2021	2022	HRM	Staff	
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.									
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 III), 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 Professionals Programme every biennium, starting from 2018.</p>	<p>85% Member States represented in the Secretariat by 2022.</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>

Create an enabling and engaging work environment

Initiatives	Short Description	Performance Indicators	2017	2018	2019	2020	2021	2022	HRM	Staff	Mger
8. Review the contractual framework to fit the need for a flexible workforce, while ensuring appropriate conditions of service.	<p>Review the duration of fixed-term contracts by 2018, and further streamline temporary contracts, as required.</p> <p>Review “non-” staff contracts, in consultation with other United Nations agencies, with a view to ensure appropriate use and conditions of service.</p>	<p>New Fixed-term contract duration implemented.</p> <p>Reviews carried out (temporary and non-staff).</p>							✓		
9. Implement an Organizational structure fit for purpose with generic roles, and clear career paths	<p>Develop and roll out generic job profiles for a majority of typical jobs in UNESCO.</p> <p>Develop career paths with competency and skills requirements for each of the main career streams in the Organization.</p>	<p>% of jobs covered by a generic job profile.</p> <p>Career paths developed for main identified career streams.</p>							✓		✓
10. Focus on manager’s performance; Recognize team performance; Support a culture of accountability and transparency, and promote Ethics.	<p>Ensure that staff well-being/duty of care is included in the performance assessment of managers.</p> <p>Review and implement the Team Award Programme.</p> <p>Conduct a staff survey every 2 years starting end 2017.</p> <p>Develop a Gift policy and guidance on Conflicts of Interest, with the Ethics Office.</p> <p>Communicate HR information regularly to staff and Member States, on the transparency portal and on intranet.</p>	<p>Staff well being / duty of care assessed as part of the managerial competence “managing performance”</p> <p>At least 2 teams rewarded per biennium.</p> <p>Staff surveys conducted.</p> <p>Gift Policy and Guidance on Conflicts of Interest issued and implemented.</p> <p>HR data published.</p>							✓		✓
11. Foster an inclusive and healthy workplace.	<p>Implement Telework Agreements and explore other flexible work modalities.</p> <p>Develop and implement an Occupational Health Policy.</p> <p>Review the internal appeal system with a view to ensure reasonable delays.</p>	<p>Number of successful telework agreements put in place. Other flexible work modalities introduced.</p> <p>Occupational health policy introduced</p> <p>Timeline of appeals reduced</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 reviewed.</p> <p>75% of the key processes reviewed 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	Timeframe	Responsible			Progress Update
				HRM	Managers	Staff	
1. 85% represented countries by 2022 2. 40% normally represented countries by 2022	(a) Recruit Young Professionals each biennium from non (NR) and under-represented (UR) countries, and ensure that at least 70% of the P-1/P-2 posts be retained for the Young Professionals Programme. (b) Create a roster for pre-selected YPP candidates to enable managers to identify qualified candidates for project assignment or other posts. (c) Maximize the use of social media and use new technology such as webinars, to outreach qualified candidates from UR/NR countries. (d) Keep traditional direct contact with candidates from UR/NR countries, through missions, job fairs, etc. (e) Organize meetings with regional groups, especially ASPAC, GRULAC and Africa, and individual meetings with targeted UR/NR countries. (f) Contact Heads of Field Offices of UNESCO to contribute to engaging UR/NR countries. (g) Implement the requirement that short-lists for all levels include at list one candidate from NR/UR countries. (h) Attract more candidates from NR/UR countries through UNV or other similar programmes.	Number of represented countries Number of normally represented countries	2017-2022	✓	✓		
OBJECTIVE 2: Achieve a better balance among regional groups at senior level (Director and above)							
Expected Results	Initiatives	Key Performance Indicators (KPI)	Timeframe	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	Timeframe	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	Performance Indicators	Timeframe	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	Performance Indicators	Timeframe	Responsible				Progress Update
				HRM	Managers	ODG/GE	Staff	
3. Enhanced awareness of gender equality and gender unconscious bias	<p>3.1 Include a module on Gender Equality in training programmes, such as induction and leadership</p> <p>3.2 Monitor the implementation of the mandatory Gender Equality training for all staff.</p> <p>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</p> <p>3.4 Develop and implement actions to reduce gender unconscious bias.</p>	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	Performance Indicators	Timeframe	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. Set up informal gender networks	8.1 Support the set-up of informal networks of HR staff/managers working on gender.	Output/outcome of the meetings within the gender networks	2017-2022	✓				