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United Nations
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Organisation
des Nations Unies
pour l'éducation,
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Organización
de las Naciones Unidas
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Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

Item 11.5 of the provisional agenda

41 C/47 Add.
11 November 2021
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REPORT BY THE DIRECTOR-GENERAL ON THE IMPLEMENTATION OF THE HUMAN RESOURCES MANAGEMENT STRATEGY FOR 2017-2022

ADDENDUM

COMMENTS FROM THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

OUTLINE

In accordance with Item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on the Report by the Director-General on the implementation of the Human Resources Management Strategy for 2017-2022 (document 41 C/47).

1. First of all, we wish to denounce the excessive and incomprehensible delay in the publication of management's document on the Human Resources Management Strategy. This document was published after the General Conference had already begun, and the day before the meeting of the APX (Finance, Administration and General Questions, Programme Support and External Relations) Commission. It is clear that this lack of organization on the part of management prevents us from carrying out our work and in particular our main mission, which consists of expressing, orally and in writing, the concerns and demands of our colleagues before the governing bodies of the Organization. As the meeting of the governing bodies provides a unique opportunity to make our voice heard, it is regrettable that this could not be done under optimal conditions.

2. In the light of the content of management's document, we repeat in large part the comments we submitted at the last session of the Executive Board (document 212 EX/5.IV.A Add.2). We reiterate our deep regret at the absence of any reference to career development and staff motivation,



Job: 202104460

which are essential to the development of an efficient and sustainable human resources management strategy.

Mobility

3. ISAU hopes that the mobility exercise announced will be transparent and that the recommendations made in the Internal Oversight Service (IOS) audit will be applied. ISAU will be all the more vigilant on this point since it has had to ask the Bureau of Human Resources Management (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 reiterates 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.

4. 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

5. 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 level. ISAU would like efforts to be made to regularize PAs and temporary staff, in particular those individuals who have been with the Organization for more than five years.

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 time taken for recruitment, as pointed out in the IOS audit report on the recruitment process, discussed at the 212th session of the Board, continues to concern us. The measures implemented so far seem to have failed, and we are still far from the 130-day objective. 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, which we consider insufficient. We also reiterate our request that the recruitment of PAs 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' 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 were 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. 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. The comments which ISAU submitted at the last session of the Executive Board with regard to document 212 EX/5.IV.C.I, on the subject of geographical distribution and gender balance, can be found in the annex to this document. We believe that these issues, which are important for the Organization, deserve special attention.

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 paid internships because its implementation both would provide fair compensation for the substantial work carried out for the Organization and could significantly help nationals of non- and under-represented countries to carry out internships at UNESCO. We support the Executive Board's recommendation to encourage Member States to fund internship programmes.

Performance management

16. ISAU wishes to reiterate its profound disagreement with the new performance management policy, in particular with the abolition of the Review Panel and the Reports Board. This policy entrusts too much power to supervisors, especially in cases in which there is no second-level supervisor, which can be conducive to abuse. This shows the extent to which the 360-degree evaluation called for by ISAU is now more relevant than ever: it is essential to be able to assess the ability of supervisors to evaluate their staff.

17. Furthermore, the Global Staff Survey revealed that only 37% of staff surveyed found UNESCO's performance evaluation system to be effective. The fact that only one third of staff members considers the performance management system effective is a cause for concern and should give rise to extensive reflection not only on the management mechanisms in place but also on the relationship between management and staff.

18. ADM/HRM had provided assurances that a committee headed by the official responsible for legal matters within ADM/HRM would ensure that there was no abuse and that the policy could be changed if necessary. It would be advisable to evaluate this new policy and take appropriate remedial action. ISAU has concrete proposals in this regard and remains available to work with ADM/HRM.

Staff welfare

19. 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 before its implementation. It should nonetheless be taken into account that the Global Staff Survey shows an 8% decrease in respondents who deem positive the measures taken to ensure staff safety at work.

20. In conclusion, for any human resources management strategy to be effective, it is essential that management fully include the field staff, who often feel neglected. In this regard, we believe that decentralizing the Ethics Office would help to better manage any ethical issues that arise and to promote a safe and serene working environment.

Executive Board
Two hundred and twelfth session

212 EX/5.IV.C.I Add.2

PARIS, 7 October 2021
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Item 5 of the provisional agenda

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

PART IV

HUMAN RESOURCES ISSUES

ADDENDUM 2

COMMENTS FROM THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

SUMMARY

**C. Report on the geographical distribution and gender balance
of Secretariat staff and measures taken to redress any
imbalance**

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.C.I).

1. We note that there has been no improvement in geographical representation within the Secretariat, which remains at 79% and is far from the target of 85%. We regret noting that management continues to promise to make efforts, using almost exactly the same language from one report to the next, without any apparent effect.
2. According to document 212 EX/5.IV.C.I, "efforts will be continued and further strengthened, notably aiming to increase the level of representation of non-represented Member States, including through the Young Professionals Programme (YPP), launched in May 2021." However, these measures have never had the desired effect and no new measures have been proposed.
3. The statistics on recruitment show that this is an area requiring further improvement. We cannot hope to solve the problem of geographical imbalance when 75% of external recruitment concerns nationals of normally represented and over-represented countries, even though external recruitment is precisely the modality most likely to solve the problem. It would also be appropriate to give preference to appointments with the promotion of staff from under-represented regional groups.

This measure would, in particular, allow for a rebalancing in appointments to grades such as P-5 and P-4.

4. With regard to applications from non- and under-represented countries, we have been informed that only 25% of these meet the post requirements. However, it would be interesting to know how many of the candidates out of the 25% were actually appointed. It would also be useful to have information on the number of appointments made from the "talent pools" in order to assess the effectiveness of this type of measure.

5. It should be noted that, faced with the problem of geographical imbalance, the Bureau of Human Resources Management (ADM/HRM) has for many years been making efforts, including financial efforts, aimed at increasing the number of applications from under- or non-represented countries. Nevertheless, while this approach may seem intuitive to management, it has never been factually established that the problem is the result of a lack of candidates from these countries. At the very least, the criterion for the Organization's policy on the matter should not be the number of applications from these countries, but rather the number of appointments concerning them. The results are a reflection of this. ISAU reiterates that ADM/HRM must be more involved in the recruitment process.

6. The tables below, which we have compiled from management reports on staff movements circulated by ADM/HRM, show the appointments made between January 2020 and June 2021 (excluding transfers) by regional group. The data clearly show that there continues to be a tendency to recruit a majority of Group I nationals for posts as well as appointments with promotion. Group I appointments thus amounted to 42%. They amount to 38% if we include recruitment with promotion. In contrast, Group II appointments do not exceed 5%.

| Appointments From 1 January 2020 to 30 June 2021 | | | | | | | |
|---|----------|----------|----------|-----------|-----------|-----------|-----------|
| Regional group | ADG | D-2 | P-5 | P-4 | P-3 | P2 | Total |
| Western European and North American States | - | 2 | 2 | 6 | 10 | 3 | 23 |
| Eastern European States | - | - | - | - | - | 3 | 3 |
| Latin American and Caribbean States | 1 | - | - | 1 | 2 | 3 | 7 |
| Asian and Pacific States | - | - | - | 6 | 1 | 2 | 9 |
| African States | - | 1 | - | 3 | 1 | 2 | 7 |
| Arab States | - | - | 1 | 3 | 1 | - | 5 |
| Total | 1 | 3 | 3 | 19 | 15 | 13 | 54 |

| Appointments with promotion From 1 January 2020 to 30 June 2021 | | | | | | | | |
|--|----|----|-----|-----|-----|-----|-----|-------|
| Regional group | D2 | D1 | P-5 | P-4 | P-3 | P-2 | P-1 | Total |
| Western European and North American States | - | 2 | 8 | 3 | 4 | - | 1 | 18 |
| Eastern European States | - | - | - | 2 | - | - | - | 2 |
| Latin American and Caribbean States | - | - | 3 | 3 | 1 | - | - | 7 |
| Asian and Pacific States | - | 2 | 3 | 2 | - | 1 | - | 8 |
| African States | 1 | 1 | 5 | 2 | 2 | 2 | - | 13 |
| Arab States | - | 1 | - | 2 | 1 | - | - | 4 |

| | | | | | | | | |
|--------------|----------|----------|-----------|-----------|----------|----------|----------|-----------|
| Total | 1 | 6 | 19 | 14 | 8 | 3 | 1 | 52 |
|--------------|----------|----------|-----------|-----------|----------|----------|----------|-----------|

7. It is also surprising that, in terms of the appointment of former Professional-category project appointment (PA) staff, the rate for Group I is 46%. This type of imbalance supports our request for detailed information on PAs similar to the information provided on the use of non-staff contracts (212 EX/5.IV.B).

8. The information provided by ADM/HRM (Annexes I and IV of document 212 EX/5.IV.C.I) does not give a clear picture of the real overall circumstances pertaining to geographical distribution. We have therefore created the following simple and straightforward tables, which provide a clear picture of the situation. The imbalance in posts at the Director level and above, 35% of which are held by Group I nationals, also persists at the Professional level.

9. We regret that ADM/HRM has once again failed to provide information on the evolution of geographical distribution by regional group for staff at grades P-1 to P-5. The tables below show the persistence of imbalances, particularly in favour of Group I, whose nationals account for 34% of the total workforce (37% if the United States of America and Israel are included).

| Geographical posts Distribution by grade and regional group | | | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|-------------------|
| Grade Group | DDG | ADG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | P-1 | Total | Percentage |
| Western European and North American States | 0 | 2 | 8 | 13 | 53 | 52 | 58 | 27 | 2 | 215 | 34% |
| Eastern European States | 0 | 1 | 1 | 3 | 7 | 13 | 15 | 13 | 0 | 53 | 8% |
| Latin American and Caribbean States | 0 | 2 | 2 | 3 | 10 | 16 | 20 | 20 | 0 | 73 | 12% |
| Asian and Pacific States | 1 | 0 | 2 | 7 | 14 | 39 | 36 | 23 | 0 | 122 | 20% |
| African States | 0 | 2 | 3 | 6 | 18 | 30 | 34 | 20 | 0 | 113 | 18% |
| Arab States | 0 | 0 | 0 | 7 | 4 | 12 | 12 | 13 | 0 | 48 | 8% |
| Total | 1 | 7 | 16 | 39 | 106 | 162 | 175 | 116 | 2 | 624 | |
| Non-Member States | | | | | | | | | | | |
| United States of America | 0 | 0 | 0 | 2 | 5 | 4 | 5 | 1 | 0 | 17 | |
| Israel | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 3 | |

10. The preponderance of Group I is even more pronounced with regard to non-geographical posts, with a rate of 41%. Taking into account only geographical posts, which account for less than 26% of the staff, does not, therefore, reflect the Organization's "true" geographical distribution.

| Non-geographical posts | | | | | | |
|---|------------|--------------|------------|------------|--------------|--------------|
| Distribution by category and by regional group | | | | | | |
| Regional group | D/P | | NO | GS | | Total |
| | HQ | Field | | HQ | Field | |
| Western European and North American States | 159 | 106 | 0 | 306 | 143 | 714 |
| Eastern European States | 19 | 9 | 6 | 36 | 18 | 88 |
| Latin American and Caribbean States | 22 | 16 | 33 | 23 | 77 | 171 |
| Asian and Pacific States | 66 | 33 | 42 | 37 | 87 | 265 |
| African States | 25 | 40 | 101 | 65 | 113 | 344 |
| Arab States | 21 | 13 | 20 | 40 | 45 | 139 |
| Total | 312 | 217 | 202 | 507 | 483 | 1,721 |
| Non-Member States | | | | | | |
| United States of America | 10 | 5 | 0 | 6 | 3 | 24 |
| Israel | 0 | 0 | 0 | 1 | 0 | 1 |

11. ISAU stresses once again that the Organization's stakeholders, the Member States and staff associations first and foremost, need to have information which is more precise and more transparent in order to be able to monitor these issues effectively. ADM/HRM's tacit refusal to accede to our requests for better information on geographical distribution is all the more disconcerting because the information provided on gender equality is of much better quality. For a change, project appointments (PAs) provide a striking example of what we can only interpret as a lack of transparency. Thus, while for gender equality we have information on all the holders of such posts, in the context of geographical distribution, we only have information on contracts of more than four years, that is, on 90 of the 182 PAs. A criterion relating to the duration of the contracts examined is not applied when looking at gender equality. As is the case regarding all other issues, regarding this issue, we expect management to demonstrate the same degree of transparency at all levels.

Gender balance

12. We applaud the progress made at the P-5 level, and we ask that management continue its efforts. The decrease in respect of the D-2 level must be corrected.

Report by the Working Group of the Executive Board on Geographical Distribution

13. ISAU has taken note of the report of the working group of the Executive Board centred on correcting the profound imbalance in geographical distribution at all levels. We welcome the group's conclusions on a problem which has gone on for too long and to which we have been drawing Member States' attention for several years.

14. Insofar as the working group's report corroborates the observations which ISAU has repeatedly made, we particularly welcome the following specific proposals:

- Requiring a minimum of 50% of candidates from non- or under-represented Member States when recruiting externally;
- Establishing performance indicators for senior managers and holding them responsible and accountable for the efforts made;
- Developing an outreach strategy targeting qualified candidates from non- or under-represented Member States;
- Funding internship programmes.

We are convinced that these measures will have a decisive impact on rebalancing the Organization's geographical distribution.



General Conference

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41 C

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联合国教育、
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41 C/47

5 November 2021

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REPORT BY THE DIRECTOR-GENERAL ON THE IMPLEMENTATION OF THE HUMAN RESOURCES MANAGEMENT STRATEGY FOR 2017-2022

OUTLINE

Source: 40 C/Resolution 78; 212 EX/Decision 5.IV.A.

Background: In accordance with 40 C/Resolution 78 and 212 EX/Decision 5.IV.A, the Director-General reports on the implementation of the Human Resources Management Strategy for 2017-2022 to the General Conference.

Purpose: To present a full report on the implementation of the Human Resources Management Strategy for 2017-2022 to the General Conference.

Decision required: paragraph 5.

1. This document is submitted in pursuance of 40 C/Resolution 78 inviting the Director-General to present a full report on the Human Resources Management Strategy for 2017-2022 to the General Conference at its 41st session.

2. The report on the Human Resources Management Strategy 2017-2022 which is attached as an annex to this document was submitted to the Executive Board at its 212th session in October 2021 pursuant to 209 EX/Decision 5.III.A and 211 EX/Decision 5.III.B.



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3. Annexes I to III of Part I of document [212 EX/5.IV.A](#) have been updated to include achievements against performance indicators as per [212 EX/Decision 5.IV.A](#) included in Annex II.

4. With regard to the proposed amendment to Staff Regulation 4.4 which is outlined in Part III of document [212 EX/5.IV.A](#) (annexed), this proposed amendment is submitted the General Conference for consideration and adoption under document [41 C/43](#) “Staff Regulations and Staff Rules”.

Proposed draft resolution

5. In light of the above, the General Conference may wish to adopt a resolution along the following lines:

The General Conference,

Having examined document [41 C/47](#) and its Annexes,

1. *Takes note* of the progress achieved in the implementation of the Human Resources Management Strategy for 2017-2022, including achievements against performance indicators contained in Annex II to document [41 C/47](#);
2. *Also takes note* and *endorses* the roadmap contained in Part II of document [212 EX/5.IV.A](#) outlining the timeline for the development of a new Human Resources Management Strategy for 2023-2027;
3. *Requests* the Director-General to:
 - (a) present to the Executive Board at its 214th session, preliminary proposals for a new Human Resources Management Strategy covering the period 2023-2027, in consultation with all key stakeholders and taking into account the inclusion, *inter alia*, of provisions aimed at attracting, recruiting and retaining employees with special needs, in line with the United Nations Disability Inclusion Strategy (UNDIS), and promoting their career development;
 - (b) to submit to the Executive Board at its 215th session:
 - (i) a progress report on the 2021-2022 initiatives outlined in the Human Resources Management Strategy for 2017-2022;
 - (ii) the new Human Resources Management Strategy for 2023-2027.

ANNEX I



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Two hundred and twelfth session

212 EX/5.IV.A

PARIS, 10 September 2021
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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

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.

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. |

| | |
|---|---|
| <p>4. Mobility</p> | <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) |
| <p>5. Learning and Development</p> | <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 |
| <p>6. Geographically diverse workforce <i>[cf. Action Plan in Annex 2]</i></p> | <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 |
| <p>7. Gender parity at all levels <i>[cf. Action Plan in Annex 3]</i></p> | <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) |
| <p>8. Classification</p> | <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*)

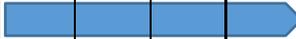
Regulation 4.4.1

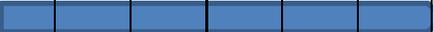
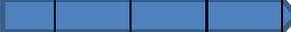
“Recruitment and appointments shall be made on a competitive basis following formal advertisement of the vacant posts for a minimum of one month. Subject to the provisions of Regulation 4.2, 4.3. and 4.3.1, and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former 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.

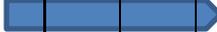
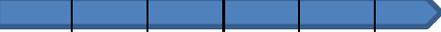
“The Director-General may limit eligibility to apply for vacant posts to internal candidates.”

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 | 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 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>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>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>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> | | | | | | |  | ✓ | ✓ |

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. | Review the duration of fixed-term contracts by 2018, and further streamline temporary contracts, as required. | New Fixed-term contract duration implemented. | |  | | | | | | | |
| | Review "non-" staff contracts, in consultation with other United Nations agencies, with a view to ensure appropriate use and conditions of service. | Reviews carried out (temporary and non-staff). |  | | | | | | ✓ | | |
| 9. Implement an Organizational structure fit for purpose with generic roles, and clear career paths | Develop and roll out generic job profiles for a majority of typical jobs in UNESCO. | % of jobs covered by a generic job profile. |  | | | | | | | | |
| | Develop career paths with competency and skills requirements for each of the main career streams in the Organization. | Career paths developed for main identified career streams. | | |  | | | | ✓ | | ✓ |
| 10. Focus on manager's performance; Recognize team performance; Support a culture of accountability and transparency, and promote Ethics. | Ensure that staff well-being/duty of care is included in the performance assessment of managers. | Staff well being / duty of care assessed as part of the managerial competence "managing performance" | |  | | | | | ✓ | | ✓ |
| | Review and implement the Team Award Programme. | At least 2 teams rewarded per biennium. | |  | | | | | | | |
| | Conduct a staff survey every 2 years starting end 2017. | Staff surveys conducted. |  | | |  | |  | | | |
| | Develop a Gift policy and guidance on Conflicts of Interest, with the Ethics Office. | Gift Policy and Guidance on Conflicts of Interest issued and implemented. |  | | | | | | | | |
| | Communicate HR information regularly to staff and Member States, on the transparency portal and on intranet. | HR data published. |  | | | | | | | | |
| 11. Foster an inclusive and healthy workplace. | Implement Telework Agreements and explore other flexible work modalities. | Number of successful telework agreements put in place. Other flexible work modalities introduced. |  | | | | | | ✓ | | ✓ |
| | Develop and implement an Occupational Health Policy. | Occupational health policy introduced | | |  | | | | ✓ | | |
| | Review the internal appeal system with a view to ensure reasonable delays. | Timeline of appeals reduced | | |  | | | | ✓ | | |

| | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|---|---|---|---|----------|--|--|
| <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> | | |
|--|--|--|--|--|--|--|--|---|---|---|---|----------|--|--|

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

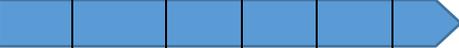
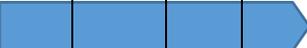
| OBJECTIVE 1: Achieve Gender Parity at all levels, including at Senior Level | | | | | | | | |
|--|--|---|-----------|-------------|----------|--------|-------|-----------------|
| Expected Results | Initiatives | Performance Indicators | Timeframe | Responsible | | | | Progress Update |
| | | | | HRM | 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 | ✓ | ✓ | ✓ | ✓ | |

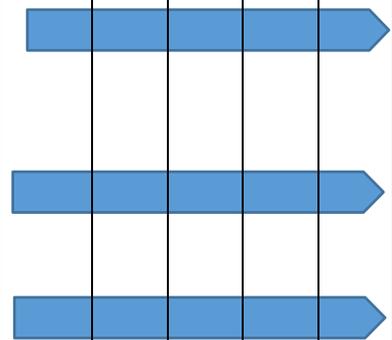
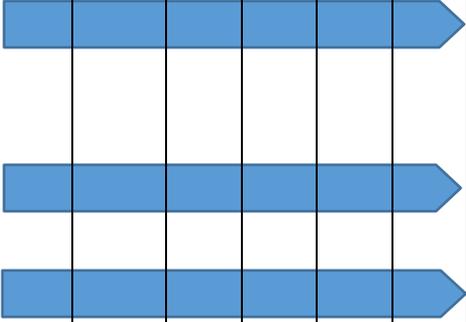
| OBJECTIVE 3: A gender equality conscious workplace | | | | | | | | |
|--|--|---|-----------|-------------|----------|--------|-------|-----------------|
| Expected Results | Initiatives | Performance Indicators | Timeframe | Responsible | | | | Progress Update |
| | | | | HRM | Managers | ODG/GE | 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 | ✓ | | | | |

ANNEX II

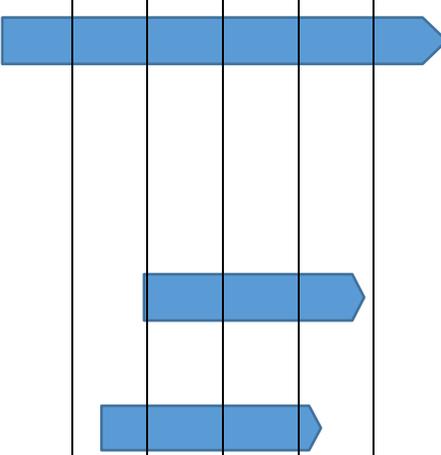
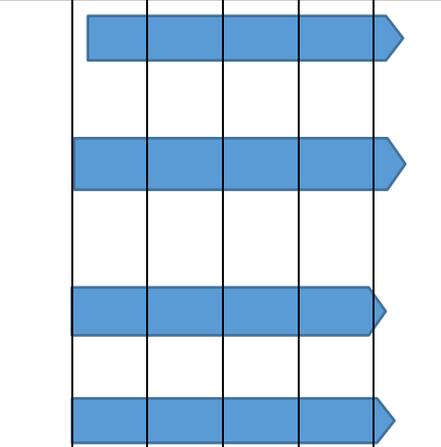
UNESCO HUMAN RESOURCES MANAGEMENT STRATEGY FOR 2017-2022 IMPLEMENTATION PLAN

| Objective 1. Strengthen Staff Capabilities for the Sustainable Development Goals | | | | | | | | | |
|---|--|---|------------|------|------|------|------|------|---|
| Initiatives | Short Description | Performance Indicators | Time-frame | | | | | | Progress update June 2021 |
| | | | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | |
| 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. | ▶ | | | | | | Completed |
| | | Interviews are systematically competency-based. | ▶ | | | | | | Completed |
| | | Competency development needs are identified through performance assessment. | ▶ | | | | | | Completed |
| | | Learning programmes are in place to develop targeted competencies. | ▶ | | | | | | Completed |
| 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. | ▶ | | | | | | Partially implemented. Pilot undertaken with CLT Sector (2019). Scaled down workforce planning meetings held with Sectors for 41 C/5 |
| | | Reduction in number of posts vacant after retirement. | ▶ | | | | | | The vacancy rate has reduced from an average of 13% in 2016 to 10% in June 2021 (RP posts) |
| 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. | ▶ | | | | | | Achieved: in 75% of the posts recruited in 2021, the timeline is below 5 months (150 days). (The timeline in June 2021 is 164 days for 100% of the posts). |

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| <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 Professional Programme every biennium, starting from 2018.</p> | <p>85% Member States represented in the Secretariat by 2022.</p> |  | <p>79% (152) of Member States represented</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>55% of women represented at all levels 52% of women represented at Director and International Professional level 44% of women represented at Director and above level [<i>target of 50% achieved between May 2017 and January 2020</i>]</p> <p>22 women in 2018 participated in dedicated workshops on Leadership for Women.</p> <p>From 70 senior managers trained on Senior Leadership Development programme in 2019-2020, 43% were women.</p> <p>From 57 participants trained in People Management and Supervision in 2021, 47% were women.</p> |

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| <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>2018/2019 geographical mobility rate was 15% (including the 2019 managed mobility exercise)</p> <p>From Jan. 2020 to June 2021, the geographical mobility rate is at 8%</p> <p>Functional Mobility exercise to be launched in early 2022</p> <p>147 moves of staff of more than 6 years as from January 2018 to June 2021.</p> <p>44 staff members have successfully undertaken short-term assignments as from January 2018 to June 2021.</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>1. Programme/Project Mgmt. [520 staff trained in RBM, project cycle mgmt. & 'meaningfully engaging Youth in UNESCO's work'];</p> <p>2. Gender Equality [414 participants completed the 8 modules];</p> <p>3. Management & Accountability Culture [some 1700 staff completed the on-line competency-based interviews (CBI) for candidates (554) and managers (384), 56 participated in CBI workshops at HQ and Field, 274 participated in Career & Performance Workshops, and 424 staff completed the 4 online evaluation modules]</p> <p>4. Leadership Skills (87 participants and 22 for leadership for women)</p> <p>5. Corporate applications & IT tools [some 1400 trainings on contract mgmt., travel, performance etc.]</p> <p>48 participants in the 2020 pilot mentoring programme.</p> |

| Create an enabling and engaging work environment | | | | | | | | |
|---|--|---|------------|------|------|------|------|---|
| Initiatives | Short Description | Performance Indicators | Time-frame | | | | | Progress update June 2021 |
| | | | 2017 | 2018 | 2019 | 2020 | 2021 | |
| 8. Review the contractual framework to fit the need for a flexible workforce, whilst 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> | | | | | | <p>Review foreseen for 2022</p> <p>Review of Service Contract personnel being finalized for implementation in early 2022.</p> <p>Review of a new flexible contractual modality is currently ongoing at inter-agency level</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> | | | | | | <p>30% of jobs are covered by generics</p> <p>The Skills Inventory exercise will contribute to developing career paths (2022)</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> | | | | | | <p>Performance agreement with senior managers will be enforced starting from 2022 which include objectives aiming at ensuring staff well-being/duty of care.</p> <p>Review ongoing for implementation in 2022</p> <p>Completed in 2018 and 2021</p> <p>Issued in 2019</p> <p>Key HR data & statistics issued every 6 months</p> |

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|--|--|---|--|---|
| <p>11. Foster an inclusive and healthy workplace.</p> | <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>55 telework agreements were in place pre-COVID-19</p> <p>New flexible working arrangements policy developed and will be issued once alternative working arrangements are no longer in place</p> <p>Policy to be developed in consultation with key stakeholders and implemented in 2022</p> <p>Review completed in 2020</p> <p>Staff Regulation 11.1 and to the Statutes of the Appeals Board were amended to update the internal system of justice of the Organization and to adjust the time limits to ensure fairness and speed up proceedings.</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>48 HR staff at HQ and in the Field enrolled in a global digital learning solution for HR experts to enhance HR competencies</p> <p>Staff Rules are reviewed on regular basis to ensure their consistency with the amended Staff Regulations and to reflect new or updated HR policies.</p> <p>Completed (recruitment, mobility, job classification, performance management, disciplinary proceedings)</p> <p>SLAs for Recruitment are being developed, HR dashboards in place to monitor targets</p> |

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 | Progress Update June 2021 |
| <p>1. 85% represented countries by 2022</p> <p>2. 40% normally represented countries by 2022</p> | <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 Professionals 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> | <p>2017-2022</p> | <p>79% (152) of Member States represented</p> <p>35% (68) of MS normally represented</p> |
| OBJECTIVE 2: Achieve a better balance among regional groups at senior level (Director and above) | | | | |
| Expected Results | Initiatives | Key Performance Indicators (KPI) | Time-frame | Progress Update June 2021 |
| <p>3. Enhanced geographical balance of senior level staff across regional groups by 2022</p> | <p>(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.</p> | <p>Representation of Director staff and above across regional groups</p> | <p>2017-2022</p> | <p>Regional balance at Director and above level:</p> <p>35% Group I</p> <p>8% Group II</p> <p>11% Group III</p> <p>15% Group IV</p> <p>17% Group V (a)</p> <p>11% Group V (b)</p> <p>3% from non-Member States</p> |

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 | Progress Update June 2021 |
| 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 a 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.</p> <p>Outreach toward potential women candidates through missions, webinars.</p> <p>Create roster for women candidates in the e-recruitment system.</p> <p>Work with other United Nations 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 | <p>40% of women represented at the P-5 and above level</p> <p>the % of qualified women who applied remained stable</p> |
| OBJECTIVE 2: Enhance women's professional development through dedicated training initiatives | | | | |
| Expected Results | Initiatives | Performance Indicators | Timeframe | Progress Update June 2021 |
| 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 | <p>Pilot Mentoring programme [60% of participants were mid-level (P3-P4), and 55% were women].</p> <p>Since January 2019, 55% of the Professional and above posts were filled by women.</p> <p>43% of the D and above posts were filled by women since 2019</p> <p>90% of women respondents to the mentoring pilot programme said that they acquired new knowledge or competencies and that they would recommend the eLearning / trainer-led session to other colleagues.</p> <p>92% of women said that the course was a good investment of their time.</p> |

| OBJECTIVE 3: A gender equality conscious workplace | | | | |
|--|---|--|------------------|--|
| Expected Results | Initiatives | Performance Indicators | Timeframe | Progress Update June 2021 |
| 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> | <p>Effectiveness of training programmes</p> <p>% of staff attending the Gender Equality training</p> | 2017-2022 | <p>Gender Equality is included in the induction sessions for new-staff and in the onboarding tool for interns.</p> <p>The Gender equality online course revamped and launched in 2020 is composed of 8 modules. It is available in English, French, and Spanish in MyLearning and is mandatory for all staff: 414 curricula (8 modules) were completed (Sex: 54% women, 46% men; Location: 28% HQ, 64% Field, 8% Institute).</p> |
| 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 | Progress Update June 2021 |
| 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 | 37 P and above women completed the exit survey 2020 and 7 P and above women as at June 2021 |
| 6. Work-life balance working arrangements | 6.1. Telework policy and other flexible work modalities | <p>Number of men and women staff taking up telework and their satisfaction rate, as well as the effectiveness of these arrangements within a team.</p> <p>Other Flexible Work modalities as required</p> | 2017-2022 | <p>Telework policy suspended during the COVID-19 pandemic and alternate working arrangements still in place. Webinars on remote working were organized during the lockdown with some 350 participants, the majority of which were women.</p> <p>New flexible working arrangements policy is pending issuance once AWA are no longer in place.</p> |
| 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 | Duties and responsibilities associated with gender focal points are included in staff members' performance objectives and evaluation as such assignments are temporary in nature. |
| 8. Set up 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 | Informal gender networks have been established since 2018. |