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

PART IV

HUMAN RESOURCES ISSUES

ADDENDUM 2

COMMENTS BY THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

SUMMARY

B. Human Resources Management Strategy

Section 1 – Report on the Implementation of the Human Resources Strategy 2011-2016

Section 2 – Proposals for a Human Resources Management Strategy for 2017-2022

Pursuant to Item 9.2.E.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on human resources issues (document 202 EX/5 Part IV (B)).

1.   The report on human resources issues is of crucial importance. The question remains: **has there been an evaluation of the previous strategy involving the staff?**

2.   As well as the best practices of certain United Nations agencies, the development of a new strategy must draw on the lessons learnt from the previous one. Once again, a new strategy cannot be developed without an objective evaluation of the previous one, and especially not without consulting the staff.

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Section 1 – Report on the Implementation of the Human Resources Strategy 2011-2016

3.   The most worrying questions concern the lack of genuine career development plans for the staff and the **limited role of the Bureau of Human Resources Management (HRM) in the recruitment process**, which is entirely in the hands of the different sectors and field offices, which cannot fail but give rise to the practice of double standards when it comes to favouring candidates, who have often been identified as such upstream of the recruitment process. HRM must not confine itself to the role it plays all too often of rubberstamping supervisors' choices. HRM must be involved throughout the recruitment process in the interest of greater transparency and equity.

4.   **The staff is the Organization's most important asset**. The quality of human resources management in general, and of the recruitment process in particular, have a direct impact on an organization's performance and effectiveness. The present report does not make this sufficiently clear**. It is hard to find a correlation between performance and career advancement, as the External Auditor has emphasized**. Statistics on this specific aspect would lend credibility to the different information provided in the report. Staff recruitment is a pivotal activity for the Organization. The recruitment process is a significant investment in terms of time and resources but recruitment mistakes have a still higher cost, as they result in lower productivity, the waste of the time involved in resolving performance problems, and even the need to commit additional funds to recruit someone else.

5.   **Geographical distribution and gender parity**. The target set by the General Conference of 85% of Member States represented has not been reached. Thirty-four Member States are still not represented in the Secretariat although Group I is still overrepresented. While the efforts made to achieve gender parity are to be welcomed, progress must be made for the P-5 category, in which only 33% of staff are women.

Section 2 – Proposals for a Human Resources Management Strategy for 2017-2022

The International Staff Association of UNESCO (ISAU) questions the financial cost of such a strategy

6.   Several aspects relating to recruitment are missing from this report, in particular staffing planning. It is essential to give more importance to internal recruitment and the lateral movement of internal assignments. We deplore the resurgence in the recruitment of external candidates when in the absence of a genuine career policy, staff members wishing to increase their responsibilities have no other option but to enter into competition with these external candidates. Furthermore, this external recruitment has a significant financial cost in this time of crisis, without taking into account the necessary period required for any new recruit.

7.   ISAU deplores a total lack of transparency in the recruitment process and calls for an external audit of recruitment procedures that still favour candidates from one geo-cultural group. The involvement of the Ethics Office in the recruitment process should also be envisaged.

8.   In the Member States' decision on human resources issues, ISAU calls for the Secretariat to be required to:

- ensure procedures and fair competition are respected in all recruitment, in particular at the highest levels;

- set recruitment objectives and indicators. Ensure that they are respected, and that those responsible for recruitment are held accountable for their achievement;

- conduct a regular review of delegation of authority in respect of results obtained;

- introduce mechanisms to sanction non-observance of established policies and procedures, in particular by means of evaluation and grading and/or by disciplinary measures;

- publish internally all vacant posts requiring temporary assignments to perform duties per interim and to put an end to the current opacity. Officer-in-charge positions provide increased experience and capacity building;

- advertise in advance G-6 and even G-5 posts so as to promote career advancement;

- introduce a system of internal examination for the passage from the General Service category to the international posts in the Professional category and above, as is the practice in other organizations, and an intensive training policy.

9. ISAU welcomes the Administration's initiative to distribute the **standards of conduct** along with a circular letter containing the disciplinary measures taken by the Director-General in 2014-2015. In practice, it is difficult to implement the rules and regulations in the Organization. The application of well-defined procedures is not always effective. This labyrinthine system should then be reviewed. We therefore remind the services concerned that it is absolutely essential to apply the texts more rigorously so as to achieve better justice within the Organization. It is indispensable to speed up procedures as at present it takes a number of years to complete a simple administrative procedure, which is detrimental to the smooth functioning of the Organization.

10. **"Learning, an imperative in a knowledge-based Organization"**. However, the lack of a training budget is a handicap for the staff. Training courses are essential and should be compulsory given the constant evolution of needs. UNESCO claims to be a competitive organization aiming to attract the best talent. Continuing training, in-house, is indispensable in order to maintain competiveness and excellence in UNESCO. The lack of continuing training will indisputably lead to the recruitment of external candidates to the detriment of serving staff members.

11. We note the small number (32) of candidates for telework. This figure proves that teleworking is not applicable to most posts and we call for the introduction of **flexible working hours** accessible to all.

12. **Strengthen staff capabilities for the Sustainable Development Goals and the current staff profile**. The objectives announced by the human resources services are full of good intentions, but we find it hard to deem their achievement possible, in the light of UNESCO's current financial condition. In the meantime, we recall that the Organization works to a great extent thanks to interns and non-staff members. Staff members account for only 51% of employees. Between 2011 and 2017, the number of staff members at Headquarters fell 23%, which is highly alarming.

13. ISAU welcomes the proposal to establish contracts for a duration that might reach five years after an initial two-year contract. **ISAU takes this opportunity to call for the regularization to the extent possible of temporary staff and long-term project posts**.

14. ISAU is concerned by the extremely serious situation of financial crisis and consequently urges Member States that have not paid their contribution to meet their responsibilities.

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HUMAN RESOURCES ISSUES

SUMMARY

B.   **Human Resources Management Strategy**

  Section 1. Report on the Implementation of the Human Resources Strategy 2011-2016

  Section 2. Proposals for a Human Resources Management Strategy for 2017-2022

The Director-General presents a brief report on the implementation of the Human Resources Strategy covering the period 2011-2016; and pursuant to 200 EX/Decision 5.IV.B and 201 EX/Decision 5.IV.A, the Director-General submits proposals for a Human Resources Management Strategy for 2017-2022.

Action expected of the Executive Board: Proposed decision in paragraph 72.

B.   Human Resources Management Strategy

Section 1: Report on the implementation of the Human Resources Management Strategy for 2011-2016

1.   This Section contains an outline of the implementation of the Human Resource Management Strategy since 2011. Updates were provided to the Governing Bodies in 2013 (37 C/INF.11 and 191 EX/5 Part IV), 2015 (38 C/INF.13 and 197 EX/5 Part V), and 2016 (200 EX 5 Part IV).

Progress as of June 2017

2.   The Human Resource Management Strategy was adopted by the General Conference in November 2011. Since that date, and despite the budgetary situation which unfolded at the time, a number of process improvements have been achieved, and new and updated policies have been put into place. The financial crisis mostly impacted learning activities, as well as activities related to outreach and HR planning, which had to be postponed or slowed down.

3.   Within the first objective of improving the delivery capacity of UNESCO, through initiatives in recruitment, learning, planning, and mobility, the following activities were implemented:

Competency Framework

4.   A UNESCO Competency Framework was developed and implemented in 2016, following extensive consultations with management and staff. A competency-based interview guide has been issued, a training for managers was piloted, and an e-module on "Competency-Based Interviewing skills for Interviewers" has been developed and made available on *MyTalent*.
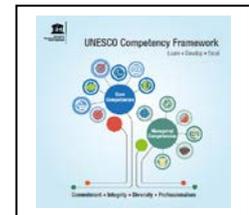
Recruitment, Outreach and Partnerships

5.   A new e-recruitment system, reducing the processing time and increasing efficiency was introduced (2012). New formats for vacancy announcements were implemented and systematic reference checks were also introduced. Since November 2015, all posts are advertised externally for one month (previously posts in the Professional category were advertised internally first, for one month; external advertisement was for two months (including senior management posts cf. AC/HR/41 of 8 August 2014). Further changes to the recruitment policy and process are underway, with a view to streamlining the process and ensuring that it is robust and efficient.

6.   Generic job descriptions were developed for key segments of Professional and support posts, covering around 560 posts. Training on how to write job descriptions was conducted at Headquarters upon request.

7.   Outreach activities and missions resumed in 2014 to attract qualified external candidates, particularly from non- and under-represented countries. The Young Professional Programme (YPP) was re-launched in 2015 with 16 Young Professionals from non- and under-represented countries joining the Organization in 2016. A roster of shortlisted but not selected YPP candidates was set up to notify them of future vacancies during the biennium; as a result, an additional Young Professional was selected from the roster.

8.   To complement UNESCO's workforce, several partnerships initiatives were implemented since 2012 with Member States, academic institutions and NGOs. A policy framework and a toolkit were developed for managers, covering Loans and Secondments, Stand By Agreements, Sponsored Traineeships, the JPO Programme and United Nations Volunteers (UNVs). These partnerships were very effective in providing complementary external expertise in support of programme delivery.

9.   From 2011 to 2016 the following partnerships were secured: 54 JPOs (44 assigned at Headquarters and 10 in Field Offices) financed by 13 donors, including Australia, Azerbaijan, France, Finland, Germany, Italy, Japan, Republic of Korea, China, Qatar, Spain, and Sweden. One donor (Italy) also financed a JPO from a developing country. A JPO Agreement was established with Saudi Arabia. 70 **loans** and 26 **secondments** were also recorded over the same period. A **Sponsored Traineeship** Framework was established with several academic and governmental institutions and 160 trainees (for a duration of minimum 6 up to 12 months) were successfully assigned as follows: 97 at Headquarters, 63 in the field (in 32 field offices and 7 institutes).

10.   In February 2017, UNESCO established a Memorandum of Understanding (MOU) with the **United Nations Volunteer programme (UNV**). The MOU will benefit UNESCO by better facilitating access to a global talent pool of over 25,000 highly skilled and experienced UNVs across four main categories: International UN Volunteers, National UN Volunteers, UN Youth Volunteers and UN Online Volunteers. Relative to International Professional posts, UNVs are a cost effective means of complementing the staff within the Secretariat in order to bolster and strengthen Programme delivery in the face of ongoing financial constraints. As at the end of 2016, there were 13 UNVs deployed to UNESCO – the majority of whom undertook assignments in Sub-Saharan Africa. Of note, 9 of those UNVs were fully funded by donor countries. The increased cooperation encouraged by this MOU will likely support a greater number of UNV deployments in the field.

11.   After a successful pilot phase, the **UNESCO Volunteer programme** was rolled out with volunteers contributing their knowledge, enthusiasm and expertise to assignments undertaken at both Headquarters and in the field. Unlike the aforementioned UN Volunteers, who receive a monthly allowance to defray living expenses, the UNESCO Volunteers scheme is non remunerated and the Organization bears no cost in relation to these assignments.

Geographical Distribution and Gender Parity

12.   In June 2017, the number of represented Member States had reached **83%**, close to the 85% target set by the General Conference. This followed an initial decrease of the number of represented Member States from 83% in 2012 to 78% in 2015 as a result of the financial crisis (a recruitment freeze had been instituted). Thanks to the Young Professional Programme and resumed outreach activities from 2015, this trend was reversed, and the situation improved again.

13.   Overall, women represent 55% of the staff of the Organization. At Director level gender parity has been exceeded by 1% with **51%** women Directors in June 2017 (compared to 28% in 2012). Efforts still need to be made at P-5 level (33% in June 2017).

Learning

14.   The absence of a corporate training budget since 2012 resulted in a significant reduction of the corporate training activities which were mostly limited to internal online trainings, available on the new e-Learning Platform (LMS, Learning Management System). The platform includes in house e-learning modules, as well as selected modules made available by other United Nations agencies and for which licenses were bought from providers such as CEGOS. It also points to innovative e-learning modalities such as MOOCs. A new web-based induction programme was also implemented and this will be supported by a short face-to-face induction programme for new recruits and a leadership programme for P-4 staff attended by 26 participants representing all the sectors.

15.   Some one-to-one coaching and Skype workshops are offered to staff, on demand, in support of career moves/career development. Such initiatives remain, however, on a limited scale given the scarce resources of the learning team.

16.   Since 2016, thanks to the approval by the Governing Bodies of the "Invest For Efficient Delivery (IFED)" initiative, and the funding of US $ 1.9 million to learning, key corporate learning activities are being planned and designed, and training has re-started to be delivered in core areas. A needs

assessment was conducted and a new Learning Strategy developed, the core purpose of which is to improve programme design and delivery, by upskilling staff at Headquarters and in the field. The strategy is built on learning and development best practices and draws on lessons learnt from past learning initiatives, and also considering the impact of the absence of learning. More details of the Strategy are provided in paragraphs 41-50 in Section 2 of this report (Human Resources Strategy for 2017-2022). A full report on the implementation of the IFED is also available in 202 EX/5 Part III (F).

Mobility

17. A total of 253 geographical moves have taken place between January 2012 and June 2017, 52% of the moves were between field offices, 28% from Headquarters to the field and 20% from the field to Headquarters. The majority of staff in hardship duty stations have been reassigned on time. The mobility rate has increased from 10% in 2012/13 to 13% in 2014/15 (9% between January 2016 until June 2017). An updated geographical mobility was issued in 2013; it will be revised in 2018 to cover functional mobility and simplify the processes. Mobility is an asset for promotion to P-4 posts and above as set out in the HR Manual.

18. Inter-agency mobility has continued to take place at a sustained pace, with a total of 61 inter-agency moves between January 2012 and June 2017, of which 39 from UNESCO to other United Nations agencies and 22 from other United Nations agencies to UNESCO.

HR Planning

19. A dashboard has been developed with key HR indicators, in support of HR planning by Sectors/Bureaux. Further work with Sectors/Bureaux will be initiated in the context of the 39 C 5, in particular with regards to the identification of critical posts and hard to fill posts at a three-year horizon. A template has been developed and will be piloted.

Strengthening Field Presence

20. The second overall objective of the HR Strategy was the reinforcement of the field presence (and intersectorality). By June 2017, the ratio of field/Headquarters[1] staff had improved to 41/59, compared to 34/66 at the end of 2011, which shows a reinforcement of the field compared to Headquarters. The vacancy rate (Regular Budget and Extrabudgetary funded posts) in the field improved to 11% in June 2017 (from 26% in August 2014, a high rate due to the recruitment freeze). The progress on strengthening of the field presence is further discussed in detail under the separate item of the Sustainability of the Field Network.

Policy and Process reviews

Performance Management

21. An updated performance assessment policy, simplifying the process and enhancing accountability of supervisors and managers was implemented. It applies to all staff including Directors and heads of field offices, as well as senior management for whom separate performance agreements have been introduced. The policy is supported by a new online tool (My-Talent Performance).

Contractual Arrangements

22. A more flexible policy on contracts has been developed with the implementation of the Project Appointments in May 2012, within the ICSC contractual framework. A revised policy on temporary assistance (service contracts and short-term contracts) was introduced in 2015, with a view to ensuring compliance with the Headquarters Agreement and adequate social security coverage for

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[1] Excluding Category 1 institutes.

Headquarters and field service contract holders. The policy on consultant contracts has been adjusted, with, *inter alia*, the strengthening of competitive selection processes including a focus on the value for money approach.

Flexible Work Arrangements

23.   A telework policy was introduced in September 2016, allowing staff to work from home or a remote workplace, for defined periods of time on the basis of a telework agreement established with the supervisor. A total of 32 staff members benefitted from these arrangements since their introduction, with 72% women and 28% men.

24.   With the assistance of KMI, workflows have been implemented to rationalize and accelerate personnel-related administrative processes and cut down on paper.

Standards of Conduct

25.   The revised Standards of Conduct for the International Civil Service were issued in 2013, and a booklet with concrete examples issued by UNESCO in support of the dissemination of the Standards. In 2016, HRM issued a circular listing the disciplinary actions taken by the Director-General in 2014/15. The objective was to convey a very clear message on the obligation to comply with the Standards of Conduct, as well as Rules and Regulations, and the consequences for failing to do so.

26.   A Declaration of Interest and Financial Disclosure Programme was implemented in 2013. Mandatory Ethics Training is in place and delivered by the Ethics Office on a wide scale (see Annual Report of the Ethics Office (2016), 201 EX/4 Part III.

Transparency

27.   A new HRM website is accessible since 2012, supporting accessibility and transparency of HR initiatives, including HR data and statistics. Key HR data on UNESCO staff profile is issued twice a year online (Key Data on UNESCO Staff and Posts).

Actions under the United Nations Common System

28.   UNESCO implemented the revised compensation package for international professional staff approved by the General Assembly in December 2015, based on the recommendations from the ICSC. The revised compensation package was the result of a three-year review by the ICSC, which collaborated closely with representatives of the organizations and staff. The new package aims to simplify and streamline the previous complex system, while maintaining competitive conditions of service for staff.

29.   UNESCO has continued to participate very actively in inter-agency mechanisms, such as the HR Network (meeting of the HR Directors of all United Nations Common System agencies twice a year), the IAAP (Inter Agency Advisory Panel for the selection of UNRCs), etc.

Section 2. Proposals for a Human resources strategy for 2017-2022
(Follow-up to 200 EX/Decision 5.IV.B and 201 EX/Decision 5.IV. A)

1.   In October 2016, the Director-General submitted to the Executive Board, at its 200th session, proposals for a comprehensive Human Resource Management Strategy for 2017-2022, further to 199 EX/Decision 5.III.D. These proposals were developed through a consultative process soliciting inputs from Member States, senior management and Staff Associations. The recommendations of the external/internal auditors were taken into account.

2.   The Executive Board took note of the proposals and requested the Director-General to present the HR management strategy to the General Conference at its 39th session, reflecting the outcome of the discussion, including "on the UNESCO Action Plan for Gender Parity as regards gender-neutral language and an increased focus on the performance of managers" as well as "further details on various parts of the strategy, especially outreach".

3.   At the same session, the Executive Board also requested the Director-General to ensure that "staff well-being" as defined in the ICSC Framework for Human Resource Management be included in the performance appraisal of managers. And that the Director-General also considers the introduction of other flexible work arrangements, including flexi-time, to foster work-life balance in the Organization[2].

4.   In April 2017, the Executive Board requested the Director-General to present the revised Human Resources Strategy for 2017-2022 to it at its 202nd session, taking into account the discussions held at its 200th and the 201st sessions[3].

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Human Resources Strategy for 2017-2022

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Context

5.   As a specialized agency and a knowledge-based organization, UNESCO depends on highly skilled, highly performing, flexible, and engaged staff. The 2030 Agenda for Sustainable Development provides ambitious and exciting challenges ahead. UNESCO must get ready to address these challenges.

6.   As a fundamental premise, the Human resources strategy must be grounded in UNESCO's global strategy. The **Medium-Term Strategy 2014-2021** (37 C/4) reaffirms that the greatest resource of UNESCO is a skilled, motivated and dedicated workforce of the highest competence and integrity, geographically diverse and gender balanced, empowered to achieve the Organization's missions and strategic objectives through a commitment to managing for results[4].The Medium-Term Strategy points to the challenge of ensuring that staff skills and competencies continue to be of the highest standards to support UNESCO delivery capacity and competitive edge in a multilateral environment. It also highlights the need for modernizing UNESCO's human capacity and for adopting flexible approaches, as well as integration and harmonization with the United Nations Common System and the values of the international civil service.

7.   The proposed HR Strategy contributes to the organizational efficiency and effectiveness as outlined in the Medium-Term Strategy. It provides the overall direction for HR transformation at UNESCO.

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2   200 EX/Decision 5.IV.B.
3   201 EX/Decision 5.IV.A.
4   37 C/4, paragraphs 109-111.

8.   The HR Strategy sets out what UNESCO intends to do about its human resource management policies and practices and how they should be integrated with the business strategy. It is, therefore, critical to the success and to the future of the Organization

Objectives

9.   At the global level, the next 15 years will focus on the delivery of the *2030 Agenda for Sustainable Development*. This universal, ambitious and innovative agenda will require a well-coordinated, nimble, and flexible United Nations system which is able to support countries collaboratively to deliver on their sustainable development commitments. This is a major, ambitious, collaborative effort that UNESCO will undertake together with other Organizations of the United Nations system. The HR Strategy for 2017-2022 will aim at ensuring that UNESCO has the capacity to effectively deliver on the Sustainable Development Goals (SDGs).

10.   The workforce is at the core of the capacity to deliver: UNESCO will therefore need a highly performing, highly skilled, and fully engaged workforce; a workforce that will be more flexible and more mobile, prepared to embrace new professional challenges; a workforce with a greater geographical diversity and a sustained gender balance, at all levels; and a workforce where innovation is prized.

11.   Agility is a key success factor in our ability to respond to these challenges effectively. One key driver of agility is speed in deployment and simplicity in administration, while proactively addressing quality of the workforce, their well-being, as well as responding to the expectations of today's workforce to remain attractive and competitive as an employer.

Key design principles of the Human Resources Strategy

12.   The Human Resources Strategy must be purpose built, realistic and achievable and must take into account the budgetary reality. The Human Resources Strategy should also contribute to bring all parts of UNESCO into One UNESCO and close the Headquarters/field/category 1 institutes divide.

13.   Impact, sustainability, innovation, and cost efficiency will be key guiding principles. Each proposed action shall aim at supporting programme delivery and – ultimately – implementation of the SDGs. Actions will be guided by a drive for simplification.

14.   The Human Resources Strategy will also highlight the shared responsibility of all line managers, senior management and staff, in partnership with HR professionals, in its implementation.

15.   The Human Resources Strategy is supplemented by an implementation plan, which sets out the initiatives relating to each main objective, the related performance indicators, the timeframe for implementation and the key actors (Annex I).

16.   The Human Resources Strategy for 2017-2022 will be a rolling strategy, which may be adapted as required, should new challenges or opportunities arise.

Focus

17.   For 2017-2022, the Human Resources Strategy will focus on the **building of staff capabilities for the SDGs** and on the **creation of an engaging and enabling work environment**.

> ### 1. Strengthen Staff Capabilities for the Sustainable Development Goals

18.   More than ever, UNESCO needs high quality staff with the required expertise. It needs a competent workforce with the right profile, skills and attitude; engaged, flexible, mobile; and eager to learn and develop.

19.   This part focuses on attracting the right staff, with a strong emphasis on quality and diversity; including on how to address the assessment of the capability, the identification of gaps, and the strategies to address these gaps. This is also about outreach and attracting the right talent from outside UNESCO. This section also focusses on retaining and developing staff; ensuring that skills and competencies remain current, at the cutting edge, and competitive.

20.   These objectives will be met through a robust **competency development** framework, reinforced **HR planning**, strong, efficient and transparent **recruiting**, enhanced **mobility** and relevant and up to date **learning**.

Current staff profile

21.   An overview of the profile of UNESCO staff is shown in Annex II. As of June 2017, 49% of the total 2,109 UNESCO staff members work at Headquarters, while 34% work in field offices and 17% in category I institutes. By comparison, in 2011, 57% of staff worked at Headquarters (and in 2000, 68%). The majority are Professional staff of whom 44% (926) are International Professional and 7% (153) are National Professional staff; 3% (71) are Directors and above; General Service staff constitute 46% of the staff (959).

22.   Over the past 6 years, the trend towards a less Headquarters-based workforce, with more staff in the Professional category than in support roles, has continued. Professional staff are mostly in Programme Specialists roles, with a majority in Education, followed by Culture and the Sciences Sector. International Professional staff are in majority at P-3/P-4 grades, which are at a confirmed, experienced level; 26% are in junior grades (P-1/2), and 14% in senior roles (P-5). Directors constitute 3% of the workforce.

23.   The UNESCO workforce counts 171 nationalities; women make up 55% of the staff; and are now a slight majority at managerial level, with 51% women Directors in June 2017. Staff are, on average 47 years old, and count, on average, 12 years of service in UNESCO.

24.   In terms of mobility, General Service staff have been on average for 9 years in the same post, while Professional staff count 6 years in the same post. Geographical mobility of Professional staff continues, with a 13% mobility rate in the past biennium, mostly within the field, but with an increasing number of moves from Headquarters to the field in the last biennium.

25.   There has been an annual 8% turnover rate since 2013, due to the high number of voluntary separations. The retirement rate remained stable at 3%. In 2016, the turnover has decreased to 6% and is anticipated to decrease further in the coming years with the implementation of the mandatory age of separation to 65 years old for current staff[5].

26.   While the majority of staff are on posts funded by the Regular Programme (64%), the number of staff on posts funded by extrabudgetary sources continued to increase from 29% in 2010 to 36% in 2017.

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[5]   See 39 C/33. Proposal for amending Staff Regulation 9.5. submitted to the General Conference; further to UNGA Resolution A/C.5/70/L.14 of December 2015.

Getting the foundations right: Values and competencies must be internalized and demonstrated in day-to-day work

27.   Values and competencies are central to the shaping of an Organization's culture, defined by "the way things work around here". They must be internalized and need to be demonstrated by all staff.

28.   UNESCO's competency framework was introduced in 2016, following wide ranging consultations and supported by an information campaign. The competency framework sets out 4 values, 7 core competencies and 6 managerial competencies that are essential to excellence and outline the type of behaviors that are valued and should be demonstrated by all staff within the Organization
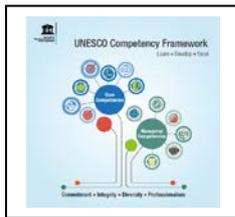
29.   The four values are Commitment to UNESCO – Integrity – Respect for diversity – Professionalism.

30.   The seven core competencies are: Accountability – Communication – Teamwork – Innovation – Results focus – Planning and Organizing – Knowledge sharing and continuous improvement.

31.   The six managerial competencies are: Driving and managing change – Strategic thinking – Making quality decisions – Building Partnerships – Leading and Empowering others – Managing Performance.

32.   Values and competencies will be embedded in all key human resource processes: Job design, recruitment and selection, and learning and development.

Attracting and retaining the best

33.   UNESCO must be considered as an employer of choice; where the experience of staff matches the external reputation that attracted them into the Organization. This involves advance planning and a strong emphasis on the quality of recruitment. It also requires a robust mobility culture and working with staff as their careers develop, to identify their skills and potential and to plan their next move.

34.   **Workforce planning** tools and mechanisms will be put in place to assess current capabilities, identify the priority/strategic issues for the future and the staffing risks; build strategies and implement solutions to address the talent gaps, and manage the associated risks.

35.   A comprehensive skills assessment will be planned subject to the availability of resources, considering UNESCO's total workforce. Critical and hard to fill positions will be identified at a three-year horizon, and appropriate strategies developed to address staffing gaps. The outcome of the HR planning process will be a Workforce Plan i.e. an implementation contract between managers and the Bureau for Human Resources management, covering recruitment and also learning and development actions.

36.   The HR planning process will be firmly integrated with the Programme and Budget planning, ensuring an HR intervention early in the C/5 planning process, and a timely identification of staffing gaps/needs with the Sectors/field offices.

37.   **Recruitment and selection** processes will be made more rapid, transparent and efficient, leveraging new technologies, including social media. Rapidity and efficiency will be achieved through the simplification of the procedure; while preserving the requirement for transparency, through the advertisement of vacancies and the review by panels with staff and management composition.

38. UNESCO needs high quality staff and expertise more than ever. A strategy for **targeted outreach** to reach out for expertise will be developed and implemented. The objective will be to scout for talent and attract pools of qualified candidates from a diversity of regions and backgrounds. Attracting top quality candidates will be a key objective. Assessment Centres will be envisaged for senior positions, and for other positions where such techniques would add sufficient value to the selection process. Likewise, the use of recruitment firms shall be explored for specific posts, as required. At the same time, it will be important to maintain a balance between external intake and the need to support the career progression of current staff.

39. Service Level Agreements will be put in place to ensure accountability of all responsible actors for a timely delivery. The target timeline for internationally recruited posts will be four to five months from the issuance of the vacancy notice to the selection decision.

Achieving equitable geographical distribution

40. A diverse workforce is essential to the success of the Organization; and the requirement of an equitable geographical distribution is set out in the UNESCO Constitution. Action will continue to be taken in this respect, with as an objective, at least 85% of the 195 Member States represented in the Secretariat. Proactive work will be undertaken in cooperation with the Member States concerned, i.e. those that are under- and non-represented in the Secretariat with a view to achieving geographical balance at all levels. Enhanced geographical distribution at the Director level will also be pursued. An Action Plan for the Improvement of Geographical Distribution sets out all the measures which will be taken (Annex III).

Achieving gender parity

41. The promotion of Gender Parity is emphasized in one of UNESCO's core values: Respect for Diversity. Gender parity will continue to be given priority, ensuring that it continues to be maintained at all levels, including at Director level. The principle of gender parity will not only be embedded in selection and recruitment, but also in learning and development and in career management. All the measures which will be initiated in support of gender friendly work environment are set out in the Gender Action Plan (Annex IV).

A managed mobility programme in support of UNESCO operations and staff development and growth

42. Mobility, both geographical and functional is essential to the Organization's success. Its first objective is to have a more agile and versatile staff to carry out the mandate of the Organization; secondly to grow staff to be better managers with broader experience and perspective; thirdly, to foster staff professional growth and development. Increased geographical mobility will also contribute to foster a One UNESCO, reduce the Headquarters and field divide and share the burden of working in the field, particularly for staff who have remained for long periods in the same post and/or duty station. Action is also required to facilitate moves for young staff early in their careers so that can acquire a broader experience. A well-managed, strengthened, mobility programme should support these objectives.

43. At present, geographical mobility takes place on a voluntary basis. Enhanced mobility will be required, in particular in view of the anticipated low turnover rates in future years. To enhance mobility, a **managed mobility** programme will be introduced and will cover functional and geographical mobility for Professional staff and functional mobility for General Service staff. Support for mobility and assignments outside UNESCO will also be explored. Short-term assignments within the Organization will expose staff to learning and cross fertilization of ideas and knowledge.

Learning, an imperative in a knowledge-based Organization

44.   To be in a position to address the challenges of the Sustainable Development Goals, UNESCO must create a **learning culture** in which staff are afforded the opportunities to not only close the capability gap but to go beyond and excel in their field, with the skills and knowledge required to deliver on the SDGs. Investing in UNESCO's current staff is essential, in particular as turnover is expected to be low.

45.   To bridge the learning gap (there was no corporate training since 2012), there is a need for targeted time and financial investment in learning, to address not only the need to build skills and capabilities, but also to improve staff engagement and retention.

46.   A learning strategy comprising a comprehensive, and ambitious package of learning initiatives has been developed and will mainly be implemented under the **Invest For Efficient Delivery plan.**[6] The core purpose of the learning strategy is to improve programme design and delivery, by upskilling staff both at Headquarters and in the field.

47.   The learning strategy is built on learning and development best practices, on other organizations' experiences, and lessons learnt from UNESCO, from evaluating the impact initiatives of past learning initiatives or through considering the impact of the absence of learning.

48.   The learning strategy is built around the principle of flexible, learner-driven development, and learning efficiency; the approach is pragmatic and based on bite-sized learning, just in time access and social learning. This will be achieved through a mix of blended learning, a combination of face-to-face, webinars and on line learning. Technology will be maximized to facilitate learning in a connected, fast moving, collaborative work environment. Mobile and video learning are examples of innovative HR digital experiences with potential high impact, which will be explored.

49.   This investment in training will lay the foundations for moving to a 70:20:10 approach in the future. In the 70:20:10 model, 70% of learning comes from on the job experience and practice, or activities such as short-term assignment; 20% through interaction with other people, and 10% from formal learning programmes. This approach requires a strong base of knowledge and skills, so that learners can benefit from the on-the-job experience and a critical mass of trained colleagues who can pass on knowledge and skills.

50.   The learning initiatives target the priority areas of resource mobilization, professional competencies for programme delivery, management and accountability, programme delivery at country level within the United Nations system, leadership, corporate applications and IT tools, and the strengthening of UNESCO's decentralized evaluation function. Other initiatives may also need to be developed to address specific technical skills required by programme staff for the SDG delivery.

51.   The enhancement of the professional competencies will address the skills that have a direct bearing on the outcomes of programme delivery: programme/project management; communication and interpersonal skills and gender equality and gender mainstreaming.

52.   In most cases, specific modules will target each population; while some training will be compulsory for all staff (security, ethics, gender equality). Mentoring programmes and other initiatives will also be part of the learning offer.

53.   The learning initiatives under the "Invest for Efficiency Delivery Plan" will re-establish a culture of learning and contribute to enhance skills, after a hiatus of four years with an absence of sustained and structured learning. To ensure the sustainability of the learning culture, the learning policy will be changed to include a minimum period of learning time per year to facilitate skill and knowledge development.

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6   In 199 EX/5 Part II.

> **2. Create an enabling and engaging work environment**

54.   UNESCO needs to create an engaging and enabling work environment in which everyone is able to maximize their contribution, individually and through teams, with high motivation, sharing of the objectives of the Organization. This requires optimal design, in terms of workforce, structure, and jobs. Staff need clarity of their roles, and a vision of potential career paths within the Organization. An enabling work environment means an inclusive workplace, which nurtures talent and fosters staff motivation.

An optimal design for the Organization

55.   A review of contractual modalities will be undertaken, to ensure that they fit the purpose of a flexible workforce, composed of staff serving over the longer term, as well as specialized expertise for limited periods. The duration of contracts will be adjusted; currently UNESCO staff hold – in their majority – two-year renewable contracts. Contracts are renewed every two years, routinely, except where performance issues arise. This is a resource-intensive process which does not add particular value. To address this, contracts of up to five years will be introduced, with an initial two-year contract at the recruitment stage.

56.   The contractual review will also seek to ensure that contractual modalities are used effectively and efficiently to support the implementation of UNESCO's mandate. Currently, UNESCO's workforce includes staff and "non-staff" contracts holders. The latter have a different status and conditions of service as compared to international civil servants. The presence of non-staff is particularly high in field offices, with more than 750 Service Contract holders[7]. A review of the service contracts will be conducted, in consultation with other United Nations agencies.

Foster partnerships

57.   Human resources partnerships contribute substantively to improve UNESCO's capacity of delivery and programme implementation. They have proven mutually beneficial for the Organization and for the donor institution. For UNESCO, in times of financial constraints, it is a unique way to benefit from additional time-limited expertise and skills as well as expanding the diversity of the workforce, in a cost effective way; for the donor institution it is an effective way to enable young talents to acquire the competences and skills indispensable to work within an intergovernmental Organization facilitating their understanding of UNESCO's mandate and programmes. A strategic framework for human resource partnerships will be developed; current partnerships will be consolidated and new partnerships will be sought, also taking into account the need to ensure geographical diversity among partners.

Job profiles and career paths

58.   In terms of the individual staff roles, generic job profiles will be rolled out for a majority of jobs in the Organization, job titles will be harmonized and career paths developed and communicated, providing information on skills and competency requirements to staff on the career streams in the Organization. Talent reviews could be explored for staff who have been in the same function for five years or more.

An inclusive workplace

59.   An inclusive workplace is one that values and recognizes individual contribution, but also the value of teamwork; one that promotes transparency and ethical behavior, as well as the duty of care; one that provides a healthy and safe work environment for all. An engaging work environment is

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[7]   A report on personnel employed under non-staff contracts is included in 202 EX/5 Part IV.

underpinned by a management and leadership culture, based on transparency, coaching and feedback, in which individual strengths are leveraged.

60.   There will be a specific focus on the **performance of managers**. Managers have a duty to foster a working environment that contributes to staff well-being; and ensure duty of care. Such a duty shall be part of their performance reviews.

61.   A culture of recognition will be fostered, and supervisors equipped with the skills to provide meaningful feedback and staff recognition. The managerial competency "management of performance" sets out the actions which managers need to take to foster performance. Behaviours such as innovation, collaboration and knowledge sharing – all three core competencies – will also be strongly promoted.

62.   **Team recognition** will be valued, and recognized. The Team Awards programme will be revitalized, to reward successful projects emblematic of a strong team spirit.

63.   **Transparency** of information is important for the building of trust and to support a positive work atmosphere. HRM will **communicate** on Human resources management issues in a timely and simple manner. Effective **staff management relations** are an important feature of an Organization's life, and HRM will ensure that joint staff consultative bodies will continue to play their fullest role in advising on HR policies and the well-being of staff.

64.   **Ethics** will continue to be high on the agenda, with the roll out of the Ethics Training mandatory for all staff. The **internal justice system** will be reviewed with a view to ensuring that complaints are handled within reasonable time-frames, and with a view to making the process more efficient and effective, both for the complainants and for the Administration.

65.   A healthy and safe environment will also continue to be high on the HR agenda. In this context, the consultative committee on **Occupational Health** will be revitalized in the context of the Occupational Health policy.

66.   Flexible work modalities acknowledge the needs and expectations of a diverse workforce, particularly younger staff; they foster engagement and motivation, and enhance UNESCO's standing as an employer of choice. Telework has been implemented in UNESCO since late 2016. Further flexible work modalities will be envisaged, including flexi-time, leveraging best use of ICT tools, to foster **work-life balance** in the Organization. Existing modalities, such as parental leave will be reviewed to ensure that they continue to meet the existing and future needs.

HRM as an enabler of programme delivery

67.   HRM will ensure that it is a trusted business partner that adds value and delivers solutions in support of programme delivery. A client-orientation approach will be emphasized and implemented. This will include systematic work on and a process by process review with a view to simplifying the process; work on delegation of authority with a view to devolving more responsibility and accountability of line managers; and the introduction of Service Level Agreements for key HR transactions with a view to increasing efficiency and a monitoring mechanism of HRM performance.

68.   HR data analytics will be better utilized to guide decisions, and will be made available to managers on their screens, through dashboards. HRM will work jointly with KMI to deliver in this respect.

69.   The professionalization of HR and its quest for adding value will therefore be at the heart of HRM's mission for the years to come. At the same, their exercise of delegated authority will be closely monitored through a scorecard. HRM will strive to become an enabler and builder of the Organization's talent.

Active contributor on HR good practice in the United Nations Common System

70.   HRM will continue to play an active role in support of the United Nations Common System. It will actively contribute to the promotion and sharing of good HR practices, among Directors of Human Resources of the United Nations agencies, in the context of the Human Resource Network. Knowledge sharing will continue to be actively pursued, with an active participation in the communities of practice of the HR Network. Where possible, measures to contain or reduce staff costs will be envisaged, on the basis of other United Nations agencies' practices, while ensuring the preservation of competitive conditions of service.

> ## 3. Monitoring and Reporting

71.   The strategy is supplemented by an implementation plan (Annex I). HRM will ensure regular monitoring of the progress on implementation through a dashboard established for this purpose. The Secretariat will report annually to the Governing Bodies on the implementation plan.

Proposed decision

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

The Executive Board,

1.   Recalling 199 EX/Decision 5.III.D, 200 EX/Decision 5.IV.B and 201 EX/Decision 5.IV.A,

2.   Takes note of the report on the implementation of the Human Resources Management Strategy for 2011-2016;

3.   Takes note of the proposal for a Human Resources Management Strategy for 2017-2022;

4.   Requests the Director-General to present the Human Resources Management Strategy for 2017-2022 to the General Conference at its 39th session.

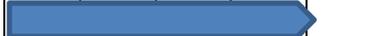**ANNEX I**

**UNESCO HUMAN RESOURCES MANAGEMENT STRATEGY FOR 2017-2022
IMPLEMENTATION PLAN**

<table>
<tr><td colspan="13">Objective 1. Strengthen Staff Capabilities for the Sustainable Development Goals</td></tr>
<tr><td rowspan="2">Initiatives</td><td rowspan="2">Short Description</td><td rowspan="2">Performance Indicators</td><td colspan="6">Time-frame</td><td colspan="3">Responsible</td><td rowspan="2">Progress update</td></tr>
<tr><td>2017</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>HRM</td><td>Staff</td><td>Managers</td></tr>
<tr>
<td>1. Implement Competency Framework for UNESCO staff</td>
<td>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.</td>
<td>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.</td>
<td colspan="6">→</td>
<td>✔</td><td>✔</td><td>✔</td><td></td>
</tr>
<tr>
<td>2. Develop and implement Workforce Planning</td>
<td>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.</td>
<td>Workforce plan developed and implemented with each Sector.

Reduction in number of posts vacant after retirement.</td>
<td colspan="6">→</td>
<td>✔</td><td></td><td>✔</td><td></td>
</tr>
<tr>
<td>3. Hire quality, committed candidates, with the expertise and skills required for the SDGs.</td>
<td>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.</td>
<td>Timeline of 4-5 months complied with in 75% of posts recruited.</td>
<td colspan="6">→</td>
<td>✔</td><td></td><td>✔</td><td></td>
</tr>
</table>

#	Objective	Measures	Indicators	Timeline
4.	Achieve a geographically diverse workforce at all levels.	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. 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.	85% Member States represented in the Secretariat by 2022.	✔ (mid), ✔ (end)
5.	Achieve Gender Parity at all levels.	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. Put in place specific measures to support the development of women in managerial and leadership roles.	50% women staff at all levels, including at Director level and above by 2020. % of women trained in leadership/managerial programmes.	✔ ✔ ✔
6.	Implement a managed mobility programme.	Develop and implement a managed mobility programme covering both geographical mobility for international professional staff and functional mobility for general service staff by 2018. Facilitate the movements of staff at P-1 to P-3 level early in their careers. Promote mobility, by making it a requirement for promotion to P-5 level. Implement short-term assignments to foster mobility.	Above 10% geographical mobility rate for International Professional staff per biennium. % of functional mobility per biennium. Number of moves of staff with more than 6 years in same post/function. Number of successful short-term assignments.	✔ ✔ ✔
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.	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. Adopt flexible, blended learning approaches, and leverage technology. Introduce coaching and mentoring programmes as part of learning and development.	% of target population trained in each module. % of targeted staff coached. Number of mentoring relationships in place for targeted staff	✔ ✔ ✔

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, whilst ensuring appropriate conditions of service.	Review the duration of fixed-term contracts by 2018, and further streamline temporary contracts, as required. Review "non-" staff contracts, in consultation with other United Nations agencies, with a view to ensure appropriate use and conditions of service.	New Fixed-term contract duration implemented. 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. Develop career paths with competency and skills requirements for each of the main career streams in the Organization.	% of jobs covered by a generic job profile. 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. Review and implement the Team Award Programme. Conduct a staff survey every 2 years starting end 2017. Develop a Gift policy and guidance on Conflicts of Interest, with the Ethics Office. Communicate HR information regularly to staff and Member States, on the transparency portal and on intranet.	Staff well being / duty of care assessed as part of the managerial competence "managing performance" At least 2 teams rewarded per biennium. Staff surveys conducted. Gift Policy and Guidance on Conflicts of Interest issued and implemented. HR data published.							✔		✔
11. Foster an inclusive and healthy workplace.	Implement Telework Agreements and explore other flexible work modalities. Develop and implement an Occupational Health Policy. Review the internal appeal system with a view to ensure reasonable delays.	Number of successful telework agreements put in place. Other flexible work modalities introduced. Occupational health policy introduced Timeline of appeals reduced							✔ ✔ ✔		✔

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

ANNEX II

UNESCO STAFFING PROFILE (JUNE 2017)[8]

Overall staff numbers and trends

Staff by Location
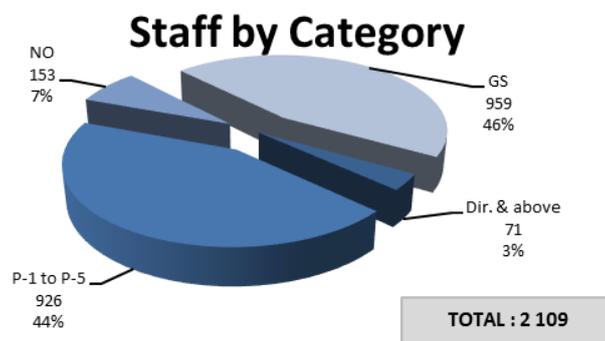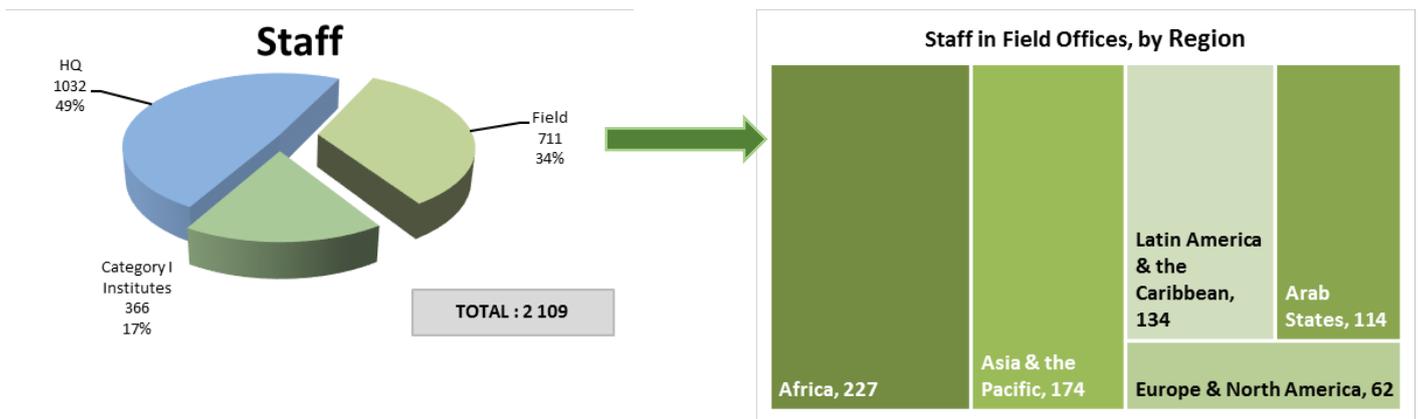
As of 30 June 2017, UNESCO employs 2,109 staff on fixed-term and FT/Project Appointments. Staff in the field represent 34% of the total staff; 17% are in Category 1 institutes and 49% are at Headquarters. Professional staff (D/P/NO) represent 54% of staff, while GS staff represent 46%. The overall ratio GS/P for all UNESCO staff is 0.8: 1.

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[8] This document covers UNESCO staff on fixed-term appointments on Regular Programme and extrabudgetary funded posts including FT/Project Appointments funded by extrabudgetary funds as of 2017. It does not cover staff on temporary contracts nor personnel with other types of contracts. Staff on Leave Without Pay are not included in the data, except where expressly indicated.

Since 2000, total staff numbers decreased by 15% (from 2,485 to 2,109). The highest reduction was in the Director staff (-61%), followed by General Service staff (-29%). Over the same period, Professional staff (international staff and NPOs) increased by 14%.
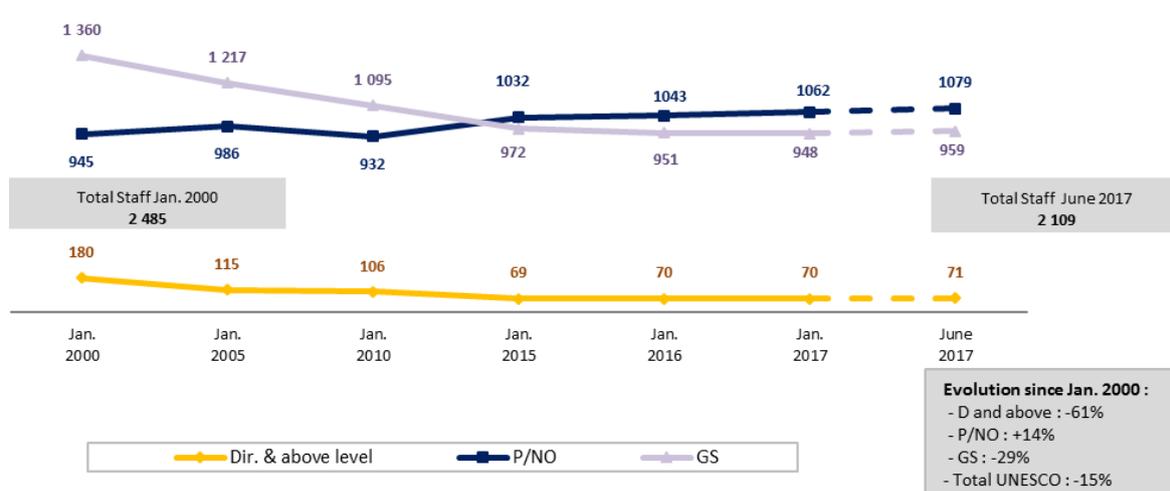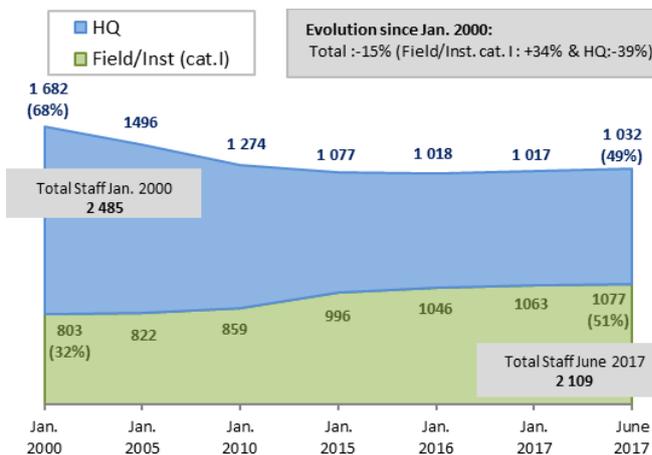

Since 2000, the trends show a change in the workforce composition with more Professional staff (from 45% in 2000 to 55% in 2017) and a significant decrease of staff at Headquarters (from 68% of staff at Headquarters in 2000 to 49% in 2017).

Evolution UNESCO Staff by Category
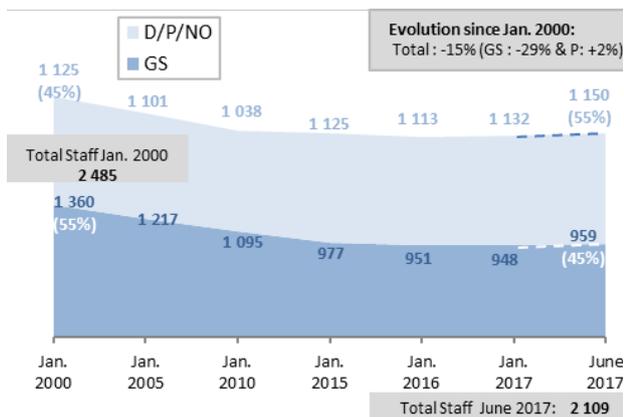
Evolution UNESCO Staff by Location

Evolution of staff by funding source (RP/EXB)

Since January 2000, the trends show a decrease of the number of staff on posts funded by the Regular Programme (by 33%) and an increase of staff on extrabudgetary funded posts (by 55%). In June 2017, staff on RP funded posts represent 64%, while staff on extrabudgetary funded posts represent 36%, a majority of whom are in category 1 institutes (377 staff).
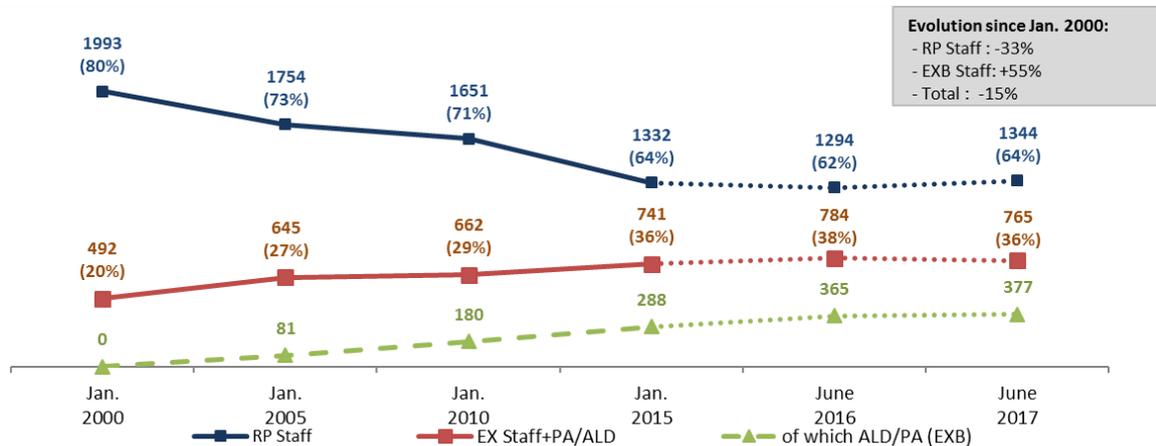


Professional staff by sector
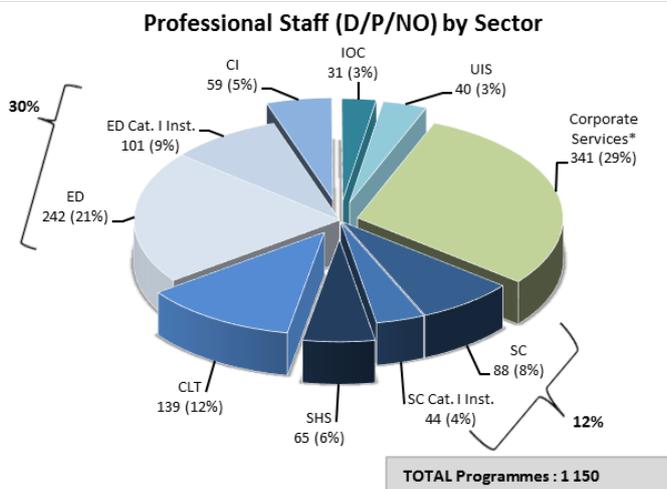
As of 30 June 2017, 71% of the Professional staff (D/P/NO) work in Programme (Headquarters, field and category 1 institutes). The Education Sector has the largest number of Professional staff (30%), followed by the Culture Sector and the Natural Sciences Sector (12%).

*Corporate Services include General Policy and Direction (GBS, DIG, ODG, IOS, LA, Ethics), Programme-related services (AFR, BSP, ERI), and Support for Programme Execution and Administration (BFM, FSC, HRM, MSS, KMI).

Geographical balance

A geographically diverse workforce is essential to ensure effective programme delivery. Since 2010, two new Member States joined UNESCO, to reach a total of 195 Member States. As of 30 June 2017, 161 Member States (83%) are represented within the Secretariat. Since 2012, there has been a downward trend in the geographical representation, due to the high turnover rate (retirements and voluntary separations) and the low external recruitment levels. With the re-launch of the Young Professional programme in 2016, the percentage of Member States represented (83%) is getting closer to the 85% target, while 75 (39%) Member States are normally represented.
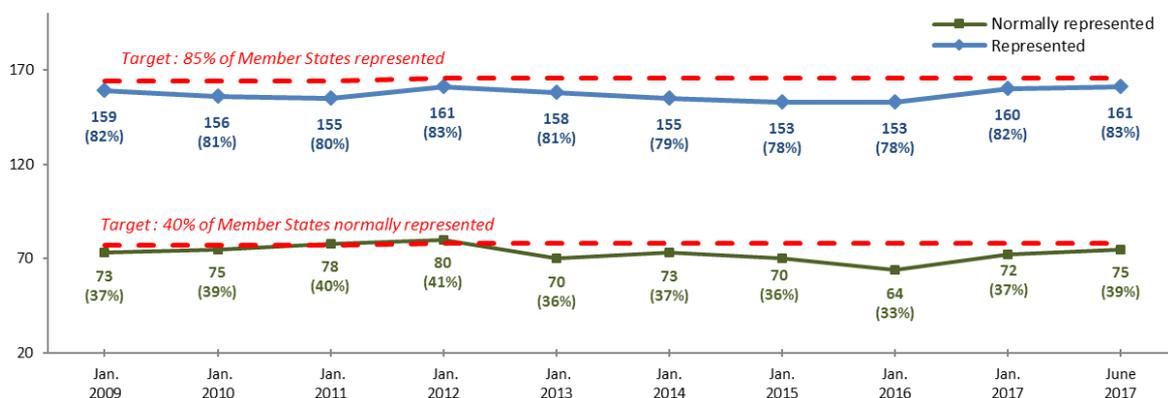
| Status of representation	Jan. 2010	Jan. 2011	Jan. 2012	Jan. 2013	Jan. 2014	Jan. 2015	Jan. 2016	Jan. 2017	June 2017	Evolution since Jan. 2010
Normally represented	75	78	80	70	73	70	64	72	75	-
Over-represented	27	26	26	27	20	18	17	18	17	-10 (-37%)
Under-represented	54	51	55	61	62	65	72	70	69	+15 (+28%)
Represented	**156**	**155**	**161**	**158**	**155**	**153**	**153**	**160**	**161**	**+5 (+3%)**
Non-represented	37	38	34	37	40	42	42	35	34	-3 (-8%)
Total Member States	**193**	**193**	**195**	**195**	**195**	**195**	**195**	**195**	**195**	**+2 (+1%)**

Gender parity

Overall, the situation is very positive; the proportion of women staff in UNESCO is among the highest in the United Nations system. Parity has been achieved at the Professional level, and exceeded by 1% for women Directors to 51% in June 2017. The number of P-5 women staff is however decreasing (33%). Sustained efforts will continue to be needed to achieve parity at P-5 level.
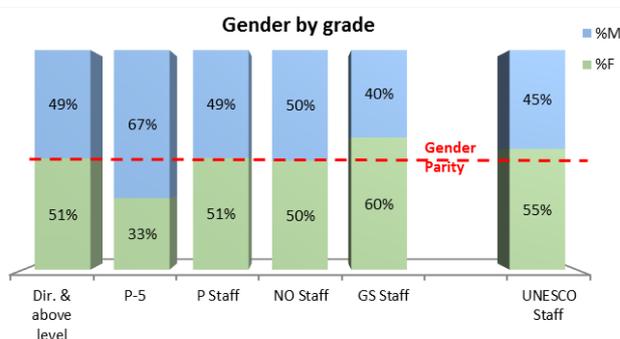
Age by grade

UNESCO staff is on average 47 years old; P, NO and GS staff are 47, 45 and 47 years old, respectively. Director staff are, on average, 57 years old.
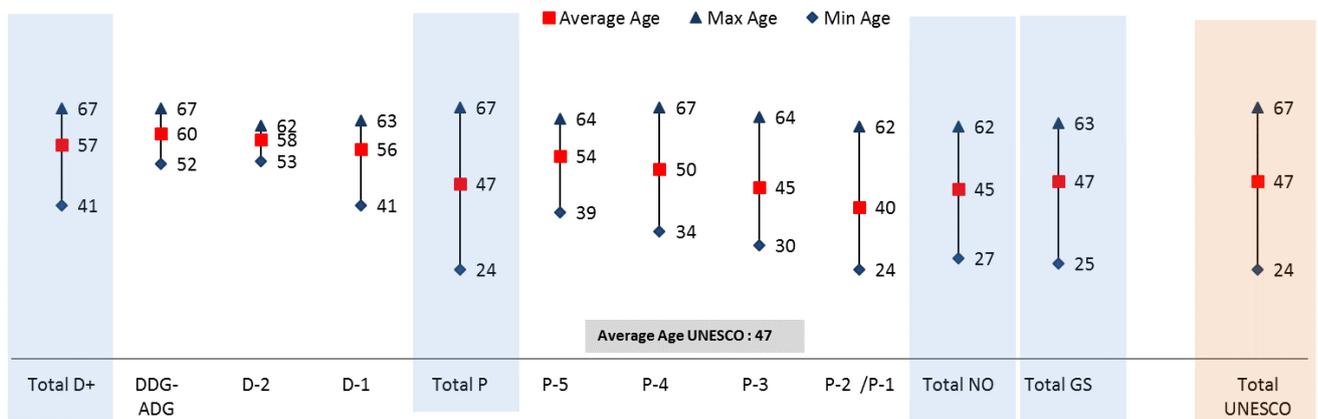
Experience in UNESCO

On average, staff in UNESCO count about 12 years of service in the Organization and have been in the same post for 7 years. P-5 staff are the most experienced with an average of 15 years in UNESCO. General Service have the longest average years of experience in the same post (9 years), while Director staff have the shortest (3 years). Professional staff (P) have, on average, been 6 years on the same post.
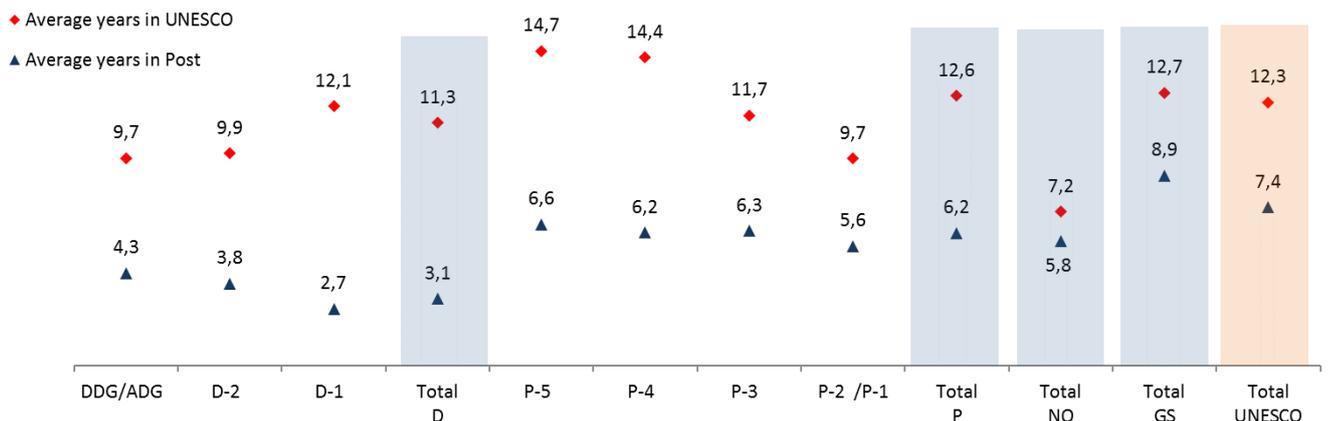
Geographical mobility

A total of 100 International Professional Staff and Directors moved between duty stations in 2014/15 (35 from Headquarters to the field, 53 field to field, and 12 from the field to Headquarters), corresponding to a 13% mobility rate in 2014/15. From January 2016 to June 2017, the mobility rate is 9%.
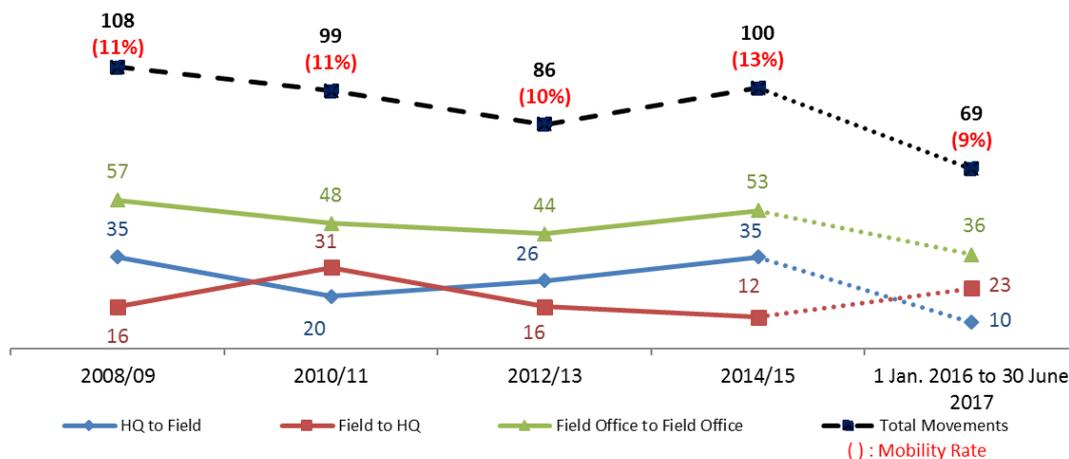
External vs internal appointments (International Professional and Director posts)

The total number of appointments has decreased since 2010/11, from 319 in 2010/11 to an average of 180 per biennium since 2012.

	2010/11	2012/13	2014/2015	Jan. 2016 to June 2017
External Appointments	112	37	37	66
% Ext. App.	*35%*	*21%*	*20%*	*38%*
Internal Movements*	207	141	146	106
% Int. Mvts	*65%*	*79%*	*80%*	*62%*
Total	**319**	**178**	**183**	**172**

*Including appointments with promotion, at equal grade and transfers with post

In 2014/15, external hires to Professional and Director posts represented 20% of the total hires. Since January 2016, the number of external appointments is on the increase (from 20% to 38%); while internal movements are still a majority.

Retirements

About 2% of the staff will retire by end-2017. The highest retirement rate is amongst Director staff (7%). The retirement rate in 2018 and the following years will depend on the date of implementation of the mandatory age of separation to 65 years old for current staff.

	Staff* as of June 2017	Retirements by end-2017	% of Staff retiring
Dir. & above level	70	5	7%
P-1 to P-5 Staff	696	13	2%
NO Staff	99	3	3%
GS Staff	861	18	2%
Total	**1726**	**39**	**2%**

**Excluding FT/ Project Appointments*

Evolution of turnover[9] (RP/EXB)

The turnover rate has increased from 6.6% to 8% between 2010 and 2013 with a peak to 9% in 2012. This is due to the increase in voluntary separations, in the context of Voluntary Separations Programmes. In 2016, the turnover rate has decreased to 6 %. The projected turnover rate for 2018-2022 is expected to decrease with the raising of the mandatory retirement age to 65 years old for current staff.

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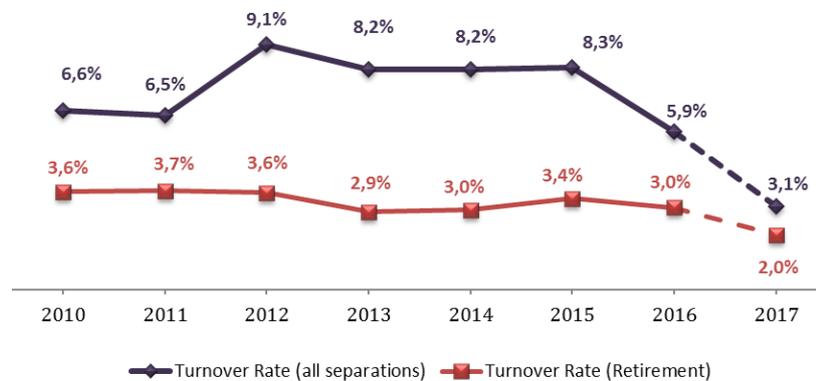
9   Turnover: Number of fixed-term staff separations in one year divided by the average number of active staff during the same period x 100.

ANNEX III

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 P1/P2 posts be retained for the Young Professional 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 Fields 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)**	**Time-frame**	**Responsible**			**Progress Update**
				HRM	**Managers ODG/GE**	**Staff**	
3. Enhanced geographical balance of senior level staff across regional groups by 2022	(a) Establish objectives for senior posts (starting from P-5 and above) with each Sector/Bureau based on the forecasted vacancy rate, taking into account the impact of upcoming retirements over the next 6 years.	Representation of Director staff and above across regional groups	**2017-2022**	✓	✓	✓	

ANNEX IV

UNESCO GENDER PARITY ACTION PLAN FOR 2017-2022

OBJECTIVE 1: Achieve Gender Parity at all levels, including at Senior Level								
Expected Results	**Initiatives**	**Performance Indicators**	**Time-frame**	**Responsible**				**Progress Update**
				HRM	**Managers**	**ODG/GE**	**Staff**	
1.Gender balance achieved at all levels, including at senior level (P-5 and above).	1.1. Establish gender targets at senior level by Sector/Bureau based on an assessment of the situation and monitor on regular basis. 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 1.3. Take measures at selection stage to increase the number of the under-represented gender (women or men) 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.	Gender Parity (50%) is achieved at Director and P-5 level. Number of qualified women applicants increased.	**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	2.1 Launch mentoring programme for P-3/P-4 women staff. 2.2 Organize training workshops for women staff such as on networking and succeeding in interviews. 2.3.Develop "Women in Leadership" modules for women staff at P-4 and above levels.	% of women participating in development activities. % of women appointed to new roles % of women appointed to D-1 and above posts Effectiveness rate with the learning and development activities	**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	3.1 Include a module on Gender Equality in training programmes, such as induction and leadership 3.2 Monitor the implementation of the mandatory Gender Equality training for all staff. 3.3 Ensure Gender Equality is included in the interview process. Add interview questions on gender equality to assess candidates' competencies on gender equality matters; ensure that awareness of gender unconscious bias is included in competency-based interview training for hiring managers 3.4. Develop and implement actions to reduce gender unconscious bias.	Effectiveness of training programmes % of staff attending the Gender Equality training	**2017-2022**	✔	✔	✔	✔	
4. Gender Conscious performance appraisal	4.1. Include Gender Equality indicators in the performance appraisal of managers.		**2018**	✔		✔	✔	

OBJECTIVE 4: A gender friendly workplace contributing to professional growth								
Expected Results	**Initiatives**	**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. Setup informal gender networks	8.1. Support the setup of informal networks of HR staff/managers working on gender.	Output/outcome of the meetings within the gender networks	**2017-2022**	✔				