

Human Resources

Outcome 1: Enhanced talent and leadership

Indicator	2012-13 Milestones	Results/progress
1.1. Percentage of staff who have completed skills profiles.	20 per cent of managers participate in workshop on motivating and engaging staff.	29 per cent of managers have participated as of 31 December 2013.
1.2. Percentage of women in management positions (P5 and above) and number of nationalities represented in the Office.		<p>Additional information on Indicator 1.2: gender parity and geographical diversity:</p> <p>Overall percentage of women in Professional category and above has increased from 43.7 per cent at the end of last biennium to 44.2 per cent as at 31 December 2013, representing a net increase of 10 women. On the other hand, the percentage of women in senior positions (P5 and above) decreased from 37.5 per cent at the end of last biennium to 36.4 per cent as at 31 December 2013, representing a net decrease of 2 women in senior positions.</p> <p>The number of nationalities in the office, including all categories of staff, decreased from 150 at the end of last biennium to 149 as at 31 December 2013, while the number of nationalities in positions subject to geographical distribution has increased from 116 at the end of last biennium to 117 as at 31 December 2013.</p>
1.3. Staff Development Funds allocated for talent and leadership.		
	Comprehensive leadership programme for managers piloted and resourced for roll-out.	<p>In order to respond effectively to the changes arising from reform and new management priorities, HRD has refocused its management and leadership development programme to give greater emphasis to change management coaching and executive communication training.</p> <p>Additionally, together with the ILO's International Training Centre at Turin and the UN Staff College, HRD is currently developing an executive leadership programme that will initially target ILO staff at the Director level. The first 5-day workshop will take place in January 2014, and aims to better equip managers with the essential knowledge and skills required to be more effective leaders. The pilot workshop is designed to rigorously challenge ILO managers through</p>

		exposure to the latest international thinking on strategic leadership and through hands-on individual and group assignments. Follow-up skills development and monitoring of participants' performance is being planned.
	33 per cent of D1 managers voluntarily allocate 1–3 days per year to programme.	As of 31 December 2013, 39 per cent of D1 managers have voluntarily allocated 1 or more days to leadership development activities over this biennium. 35 per cent of D1 managers have voluntarily allocated 2 or more days to leadership development activities this biennium. The average number of days per D1 manager is 1.9.
	Training and development needs systematically addressed through the performance management framework.	By October 2012, reports assessing training and development needs were made available to Sectors and Regions based on 2012-13 Beginning of Cycle (BoC) forms.

Outcome 2: Improved work quality and responsiveness through increased accountability

Indicator	2012-13 milestones	Results/progress
2.1. Percentage of staff in key positions undergoing management training in internal governance and operational procedures.	Promulgate new policies on rewards and recognition, as well as on underperformance.	Review of new policies on rewards and recognition pending consultations with the Staff Union.
2.2. Percentage of staff whose performance appraisal report is up to date under the new system.	Internal governance training available to key existing and newly appointed staff-	The Office continues to work on the development of the Internal Governance and Accountability Programme. The e-learning component of the programme is targeted at all staff at all levels and is mandatory for staff having fixed term and without limit of time contracts. It was launched globally between March and August 2013. As of 31 December 2013, 1240 staff members have started the programme and 765 staff members have completed it (24 per cent of all staff).
2.3. Existence of effective reward and recognition mechanisms.		New workshops aligned to the e-learning programme will be developed in 2014-15. These will support the successful implementation of internal governance and accountability principles. In the meantime, HRD continues to liaise with departments in Headquarters, regional HR Partners, and the Regions to identify and address operational

		training needs.
	New orientation courses/activities available to a wider audience.	In 2012-13, four orientation workshops were delivered to 98 new officials. In addition to the audience of Professional staff, the target group was further expanded and included General Service Staff, National Officers, Associate Experts, Directors and staff on Technical Cooperation projects. Changes arising from the reform were integrated into the agenda including a session on the ILO Organizational Structure delivered by representatives from each of the three Portfolios. New sessions on International Labour Standards, Conditions of Work and Equality and The ILO at Work were also introduced.

Outcome 3: Improved staff effectiveness and efficiency through teamwork and collaboration

Indicator	2012-13 Milestones	Results/progress
<p>3.1. Number of officials participating in team building and collaboration training.</p> <p>3.2. Number of ILO detachments within the UN system, with constituents' organizations, and other outside entities.</p>	Launch training on leading and developing effective teams.	In 2012 a new workshop "Creating Results Through People: Building Effective Teams" (CRTP II) was designed and piloted. The objective of the workshop is to equip participants with practical tools on how to build effective teams, foster collaboration within teams and manage them in order to create results. It was delivered twice in 2012. The Office is currently working on making it available in the field.
	At least five staff members each year proactively encouraged and enabled to undertake exchange programmes within and outside the UN system.	During the 2012-13 biennium, 16 ILO officials took part in exchanges with other organizations in the UN common system.
	At least four recruitments per year target staff on secondment from UN system agencies or exchange programmes with constituents' organizations and other outside entities.	During the 2012-13 biennium, the ILO recruited 17 staff members through inter-agency mobility within the UN common system. In addition, 35 staff members remain on loan or secondment from member states and constituents.
	Assessing collaboration and orientation to learning and knowledge sharing becomes mandatory (in addition to three to five optional competencies).	In discussions with the Staff Union, it was agreed that the selection of competencies relevant to the achievement of outputs should be part of the discussion between the official and their manager within the performance appraisal process. Accordingly, it was determined that

		the inclusion of these two competencies would not be enforced. However, the analysis of Beginning of Cycle (BoC) reports received by HRD before 1 October 2012 indicated that 62 per cent of these reports include Collaboration and 47 per cent include Orientation to Learning and Knowledge Sharing.
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Outcome 4: Increased staff satisfaction and performance through enabling working environment

Indicator	2012-13 Milestones	Results/progress
4.1. MOSS compliance for all locations.	Performance skills-building training workshops carried out including through e-learning.	Performance skills are being developed through coaching for staff and managers, individually tailored workshops organised for specific units and a pilot 360 degree evaluation programme offered to teams. In addition to the Performance Management e-learning available office-wide, 200 staff members have received PM support through coaching, workshops and/or briefings since January 2012. Through the ILO's Pool of Service Providers, work units have a simplified mechanism for engaging high quality, customized facilitation and management coaching services aimed at improving organizational and individual performance.
4.2. Proportion of work-related issues solved through informal mechanisms.		
4.3. Level of satisfaction of staff.		
		Additional information on Indicator 4.2: the proportion of work-related conflict solved informally remains within a 25% target: In 2012 and 2013, the percentage of reported work-related issues that were referred to the formal mechanism (the Joint Advisory Appeals Board) was 10.5 %, within the 25% target and below the 2009 baseline (20%) and previous biennium indicator (14%).
	On-going monitoring of occupational safety and health policy.	An Office Directive was issued in July 2012 establishing an occupational safety and health (OSH) management framework for all ILO offices. The management framework includes the establishment of a Committee on Occupational Safety and Health (COSH), the appointment of an OSH Coordinator, OSH field mechanisms and representatives and an OSH Technical Team at

		<p>headquarters.</p> <p>A procedure document setting out the overall ILO OSH structure and specifying roles and responsibilities - including in respect of OSH monitoring across the Organization – has been reviewed and finalized by the COSH and will be issued in early 2014. An OSH Coordinator has been appointed.</p>
	Implementation of revised and new policies on work-life balance.	<p>Revised policies on part-time work are under discussion within the JNC working group on work-life balance. Possible new policies in the area of return to work following maternity leave and breastfeeding are also being considered.</p> <p>The implementation of the teleworking policy was reviewed and whilst initial data indicated a positive impact it was considered that more experience was necessary to determine what modifications if any might be beneficial. The policy will be further reviewed in early 2014.</p>
	Basic security training mandatory for all officials.	<p>Results for the Basic Security in the Field II certification (BSITF II): 58 % for the field, 42% overall (i.e. including HQ; Advanced Security in the Field (ASITF) certification: 77% for the field, 47% overall (i.e. including HQ) but around 50% of these need to be updated, i.e. the course would need to be retaken to revalidate the certification.</p> <p>ILO field offices Minimum Operating Security Standards (MOSS) Compliance : 85% (Compliance with limitations) despite a significant increase in the number of offices worldwide (170 to 187).</p>
	5–10 per cent increase in staff satisfaction.	<p>The biennial Staff Satisfaction survey was postponed until early 2014 to allow for as much of the reform process as possible to have been completed beforehand. Results will be available for oral reporting to the Governing Body in March 2014.</p>