



## Governing Body

320th Session, Geneva, 13–27 March 2014

GB.320/PFA/13

Programme, Financial and Administrative Section  
Personnel Segment

PFA

Date: 6 February 2014

Original: English

### THIRTEENTH ITEM ON THE AGENDA

## Proposals arising from the Director-General's reform plan of action in the area of human resources management

#### Purpose of the document

To submit proposals to reform recruitment and selection procedures and to report on progress made regarding policies and practices in all other areas of the Director-General's human resources reform, including the actions planned in those areas, taking into consideration the guidance and orientation that the Governing Body may provide.

The Governing Body is invited to approve the amendments to the Staff Regulations contained in the appendix and to provide guidance on the proposed future direction of the human resources reform (see the draft decision in paragraph 46).

**Relevant strategic objective:** Governance, support and management.

**Legal implications:** Amendments to the Staff Regulations.

**Financial implications:** The proposed amendments to the Staff Regulations contained in the Appendix have no direct financial implications. Some of the proposals submitted to the Governing Body for guidance could have varying financial implications, the details of which will be submitted in due course.

**Decision required:** Approval of the amendments to the Staff Regulations contained in the appendix.

**Follow-up action required:** The Office will provide an update on developments and further policy proposals at its 322nd (October 2014) and 323rd (March 2015) Sessions as required.

**Author unit:** Human Resources Development Department (HRD).

**Related documents:** GB.279/PFA/12; GB.294/PFA/16; GB.306/PFA/12/2; GB.312/PFA/13; GB.312/PFA/PR;  
GB.316/PFA/PV; GB.317/INS/12/2; GB.317/PFA/PV; GB.320/PFA/1; GB.320/PFA/INF/4; GB.320/PFA/INF/5.



1. As requested by the Governing Body in March 2013,<sup>1</sup> this paper contains concrete proposals to reform recruitment and selection procedures, including ways to improve mobility and regional and national diversity in the Office. It also reports on progress made regarding policies and practices in all other areas of the Director-General's human resources reform.<sup>2</sup>
2. Proposals have been elaborated in a consultative and inclusive manner, either through focus groups or with the staff at large through surveys, and have been considered and discussed with staff representatives within the Joint Negotiating Committee (JNC), including by means of a series of thematic retreats. Future work will continue in the same participatory manner.
3. In view of the lifespan of the current Human Resources Strategy, the Director-General will present a new strategy aligned with the next Strategic Policy Framework, drawing on the achievements and lessons learnt from the 2010–15 period.<sup>3</sup>

## **A. Workforce planning, recruitment and selection, diversity and mobility**

### **Workforce planning**

4. As a knowledge-intensive organization, the ILO's success largely depends on having the right people in the right place at the right time. This calls for systematic procedures and tools to identify current and future workforce needs, as well as strategies and plans to address these needs. Following recommendations by the External Auditors in 2011 and by the Independent Oversight Advisory Committee in 2012, the Office has taken actions to put tools and procedures in place to strengthen workforce planning.
5. A new tool for skills mapping and workforce planning was launched worldwide on 3 February 2014 as part of a fully integrated e-Talent Management Suite comprising Learning Management, Performance Management and Employee Profile modules. Its aim is to assist the Office in identifying and bridging organizational skills gaps, enhancing career development and mobility, and supporting the identification and development of in-house expertise. The tool for skills mapping and workforce planning, the Employee Profile, will serve as an important mechanism for identifying the skills and experience of staff members. It will also support professional aspirations by tracking staff members' readiness for geographical and functional mobility. Together with the other modules in the e-Talent Management Suite, the tool will be used for Office-wide and long-term workforce planning and to assist the Office in developing strategic workforce-planning data and reporting.

<sup>1</sup> GB.317/PV, para. 728.

<sup>2</sup> GB.317/INS/12/2.

<sup>3</sup> GB.306/PFA/12/2.

## Review of the 2000 procedure for recruitment and selection

6. Building on the achievements of the mediation process in 2011<sup>4</sup> and taking into consideration the views and concerns expressed by the Governing Body regarding recruitment and selection practices,<sup>5</sup> the Office and the Staff Union have concluded a new collective agreement on a procedure for recruitment and selection that will replace the 2000 Collective Agreement on a Procedure for Recruitment and Selection.<sup>6</sup>
7. The new recruitment and selection procedure, to be implemented through the draft amendments to Chapter IV and Annex I of the Staff Regulations contained in the appendix to this document, is aimed at ensuring uniform administration of criteria and procedures, a transparent process and rigorous merit-based recruitment standards while at the same time addressing the need to improve mobility and enhance diversity within the Office. These are the most salient elements of the new procedure:
  - (a) The workforce planning processes and tools described above will be integrated in decision-making relating to the opening of vacancies, their timing and the means of filling those vacancies, through the establishment of a central Recruitment, Assignment and Mobility Committee (RAMC) including management and staff representation. The RAMC will have an advisory role and will be similar in composition and function to the appointment and selection boards existing in the majority of UN system organizations.<sup>7</sup> The RAMC will play a pivotal role in identifying opportunities to fill vacancies through lateral transfers of serving staff, in particular transfers involving geographical mobility, and in advising the Director-General with regard to overall staffing trends, especially concerning gender and regional diversity imbalances.
  - (b) Confirmation of the policy introduced in 2005 of limiting the use of generic competency assessment as part of the selection tools to the recruitment of external candidates or to officials seeking to move to a higher level category, while supporting competency assessment for developmental purposes; and confirmation of the policy agreed in 2011 of using external professional assessors jointly selected by the Administration and the Staff Union, in addition to the pool of trained internal assessors.
  - (c) Definition of stricter and more uniform steps for shortlisting candidates and for their technical assessment.
  - (d) Establishment of selection panels tasked with the technical evaluation of candidates. These panels will include the relevant manager, a representative of the Human Resources Development Department (HRD), and an independent member selected from a list of officials appointed in agreement with the Staff Union and trained in recruitment interviewing techniques.

<sup>4</sup> GB.312/PV, paras 752–763.

<sup>5</sup> GB.316/PV(&Corr.), paras 694–705.

<sup>6</sup> GB.279/PFA/12.

<sup>7</sup> See Joint Inspection Unit report: “Staff recruitment in United Nations system organizations: A comparative analysis and benchmarking framework” (JIU/REP/2012/4).

8. The selection procedure for competitive selections will consist of the following steps:
  1. Identification by HRD and the relevant manager of applications from internal candidates for functional or geographical mobility to a position in the same grade and who meet the technical requirements for the position advertised.
  2. Review by RAMC of functional and geographical mobility opportunities among eligible internal candidates on the basis of predetermined criteria.
  3. Where no suitable opportunity is identified for functional or geographical mobility, other candidates (external candidates or internal candidates applying for a promotion) are screened and invited to undergo technical evaluation and competency assessment, if required.
  4. The recommendations from the technical panels are submitted to the Director-General through the RAMC so that other relevant considerations may be taken into account in the final appointment or promotion decisions.
  5. Decision by the Director-General.
9. The implementation of this new procedure should not have any significant impact on the standard recruitment timelines observed since the introduction of the Recruitment, Assignment and Placement System (RAPS) in 2008.
10. Pending a review of the contracts policy, the proposed procedures will continue to be the standard means of filling all regular budget vacancies in both the Professional (grades P.1–P.5) and in the General Service categories (G.1–G.7) at headquarters. The proposed amendments to article 4 of the Staff Regulations also aim to formalize the use of competitions as the normal recruitment method for local positions in external offices (General Service and National Professional Officer staff), while leaving the application of the principles of the recruitment and selection procedure to each region's discretion.
11. The new recruitment and selection procedures will come into operation progressively throughout 2014, with a view to full implementation in 2015.

## Enhancing diversity

12. In the annual reports on the composition and structure of the staff,<sup>8</sup> as well as in the indicators included in the Human Resources Strategy for 2010–15,<sup>9</sup> diversity is mainly assessed in relation to gender-parity targets, especially at senior levels, and desirable ranges of national representation, which are determined for regular budget positions in the Professional and higher categories on the basis of each country's rate of contribution to the Organization's regular budget. However, these positions represent around 65 per cent of all positions in the Professional and higher categories, and only 25 per cent of the ILO's overall workforce.
13. Diversity is a wider concept that includes criteria such as professional background, national, linguistic, religious, ethnic and cultural origin, and the inclusion of minorities, such as persons with disabilities. While the Office considers that diversity should be assessed in relation to the ILO's overall workforce, it recognizes that much remains to be

<sup>8</sup> See GB.320/PFA/INF/4.

<sup>9</sup> See GB.320/PFA/1, appendix.

done to ensure a more balanced composition with respect to the geographical origin of staff serving the Organization at all levels, in particular as regards certain regions and subregions. In order to address geographical diversity in particular, the following measures are being put in place:

- (a) Regular monitoring of progress regarding diversity targets through the RAMC mentioned in the preceding section. In order to tackle any serious imbalances (in particular, situations where a country has no national in the Office, or where the number of its officials is clearly inadequate) a certain number of vacancies and anticipated vacancies, in particular in entry-level positions, will be reserved for recruitment from non-represented and under-represented countries through competitions limited to nationals from those countries.
- (b) The Director-General will take advantage of his discretion in filling positions subject to direct selection (namely, senior positions in the Director category, as well as P.5 positions for directors of external offices) to address gender and diversity imbalances, with special emphasis on geographical and national diversity at senior levels.
- (c) The Office will strengthen its cooperation with member States in the publication of vacancy announcements in the Professional and higher categories, with a view to achieving a wider dissemination of such vacancy announcements among constituents.
- (d) The Office will undertake prospection initiatives and organize recruitment workshops specifically targeting inadequately represented geographical groups.
- (e) As regards linguistic requirements included in vacancy announcements, which are often perceived as a major barrier for the recruitment of talent from countries and regions where the ILO's official languages (English, French and Spanish) are rarely used, the Office will apply the linguistic requirement described in the Staff Regulations more rigorously – see proposed text in article 4.2, paragraph (ii), in the appendix. Under this provision, fluency in one working language is sufficient in respect of external candidates whose mother tongue is none of the three official ILO languages, and a good knowledge of a second language is only expected from candidates whose mother tongue is one of the three official languages. However, in order to ensure that the ILO remains a multilingual organization and that its officials are mobile and versatile, capable of providing services in a variety of languages, staff development measures will be put in place requiring new recruits to acquire knowledge of a second working language during their initial years of service in the Office.

## Improving mobility

14. To serve its constituents effectively, the Office needs a multicultural body of staff with broad international experience. Implementing mobility has proven challenging for UN system agencies. Only agencies with widespread field presence have been successful in implementing a coherent and compulsory rotation policy over time. Most agencies struggle to balance mandatory rotation and career-planned mobility.
15. The current ratio of headquarters and field positions in the Professional and higher categories is two to one (approximately 530 positions at headquarters and around 250 in external offices). Moreover, many of these positions are in the Management and Reform portfolio, with a large concentration of staff at headquarters. The staffing structure of the ILO therefore does not allow for a formal rotation policy applicable evenly across the wide range of occupations in the ILO.

16. Consultations with the staff at large and with staff representatives in the JNC clearly indicate that, while staff are attached to the concept of voluntary mobility, efforts need to be made to facilitate both geographical and functional mobility.
17. The Office expects to significantly improve functional and geographical mobility through more structured workforce planning and through the new Employee Profile and recruitment and selection tools described in the preceding sections. The Office will also continue to proactively support moves to and from other organizations, especially as regards UN common system organizations, through inter-agency mobility mechanisms. In this respect, the Office proactively supports ILO staff interested in UN resident coordinator positions.
18. Furthermore, the 2005 geographical mobility policy<sup>10</sup> is in the process of being reviewed by the JNC, with a view to:
  - (a) redefining the standard assignment lengths (the period a staff member is expected to serve in a particular duty station) based on the hardship level of the duty station, as established by the International Civil Service Commission (ICSC);
  - (b) consolidating the list of incentives and tools to facilitate mobility into a single document;
  - (c) providing better information and support to staff and their families when they take up an assignment in a new duty station, including through the common system networks, career counselling and career development activities.

## B. Contracts policy

19. The ILO uses three types of employment contracts: short-term (ST), fixed-term (FT) and without limit of time (WLT), with substantial differences in recruitment methods, entitlements, career expectations, termination modalities and cost. Further differences exist within the FT category, depending on whether the contract is funded by regular budget (RB) or extra-budgetary resources. Only in a few instances can time-limited contracts be RB-funded without creating long-term commitments and expectations.
20. The current contracts policy is being reviewed with a view to responding to the need for better workforce planning and career development while allowing the ILO to address budgetary constraints or substantial structural changes efficiently and effectively or to rapidly adapt and redeploy its workforce to meet new expectations from constituents. The review of the contracts policy is consistent with the ILO's commitment to effective risk management.
21. The Office, in consultation with the Staff Union, has identified the basic principles of the ILO's revised contracts policy to ensure a more responsive contracts administration and thus a more needs-based, cost-effective and socially appropriate management of human resources:
  - (i) The ILO would maintain three contract types (ST, FT and WLT) based on clear definitions and no longer on the source of funding, allowing the Office to maintain the concept of career staff, which is necessary in order to guarantee the independence of the Organization's secretariat and the continuity of its mandate, while providing

<sup>10</sup> See GB.294/PFA/16.

the necessary flexibility for the recruitment of human resources needed for time-bound projects and activities.

- (ii) At the same time, the Office intends to harmonize conditions of work, including staff development, performance management, rewards and recognition and other incentives applicable to all FT and WLT appointments, thereby simplifying their administration.
- (iii) The Office also intends to adjust end-of-service entitlements, which, at present, are only required under the Staff Regulations in respect of early contract terminations, but not when contracts are allowed to lapse at their term.
- (iv) The Office is also in the process of reviewing policies and practices to strengthen the definition of appropriate contractual relationships, as well as the control mechanisms to ensure the appropriate use of contracts, in particular ST contracts and contracts with individual consultants who are not staff members.

22. The proposed approach is in line with the ICSC framework for contractual arrangements. Its implementation would, however, require a comprehensive review of the regulatory framework, programme and budget processes and procedures that could, at best, be implemented in the course of the next biennium. In addition, a Governing Body decision would be required to fund the end-of-service grant that exists in other common system organizations. The Office will provide a detailed estimate of the financial implications of this measure in its Programme and Budget proposals for 2016–17.

## C. Staff development

23. Staff development is paramount to the Office's success in addressing current challenges and delivering on its reform agenda. Accordingly, the Office's staff development programme has been realigned to promote greater impact from learning and development initiatives, bridge skill gaps, develop present and future leaders and managers and improve the use of staff development funds across the Office.

### Learning needs analysis and strategic development initiatives

24. The biennial learning needs analysis was performed in the light of the ILO's strategic priorities, using data on the individual development needs required to deliver on the Organization's outcomes and objectives, drawn from the Performance Management Framework. The Office's priorities in this regard are as follows:

- (a) building and enhancing the technical competencies needed to support the strategic direction of the Office, especially in the Areas of Critical Importance;
- (b) supporting talent and leadership development, enhancing communication and collaboration, and promoting a culture of continuous dialogue and feedback;
- (c) enhancing management capabilities to support career development, recognizing and appreciating effort and performance and engaging and motivating staff;
- (d) strengthening good governance and accountability in core operational and administrative areas;

- (e) guiding and supporting the global implementation of the ILO People e-Talent Management Suite for learning, career development, workforce planning, and performance management; and
  - (f) supporting training for the IRIS roll-out to the regions.
- 25.** Together with the ILO's International Training Centre in Turin and the UN System Staff College, an executive leadership programme, targeting staff in senior positions, has been developed. The first five-day intensive workshop took place in January 2014 and aimed to better equip managers with the essential knowledge and skills required to be more effective leaders. The pilot workshop was designed to rigorously challenge ILO managers through exposure to the latest international thinking on strategic leadership and through hands-on individual and group assignments. Follow-up skills development and alumni-focused programmes are planned.
- 26.** In order to strengthen good governance and accountability in core operational and administrative areas, HRD continues to work on the development of an internal governance and accountability programme, in line with the milestones set out in the Human Resources Strategy. The programme consists of three components:
- (a) The e-learning programme targets all staff at all levels and is mandatory for staff with FT and WLT contracts. It was launched and rolled out worldwide in coordination with the implementation of the learning management module of the e-Talent Management Suite. Currently 1,240 staff members worldwide have started the programme and 765 staff members have completed it.
  - (b) Manuals on operational procedures for administrative support staff are being developed in coordination with the subject matter experts from various departments.
  - (c) New workshops, aligned with the e-learning programme and the manuals, will be developed in 2014–15.

## **Learning Management System**

- 27.** The implementation of the ILO People e-Talent Management Suite was initiated in 2013, with the launch and worldwide roll-out of the Learning Management System (LMS). The LMS provides online access for all ILO staff to enrol in classroom-learning events, to undertake e-learning activities and to register requests for future development activities. As of January 2014, a total of 1,620 staff accessed the system and 1,327 staff have now benefited from either the online materials and e-learning programmes available, or from scheduled face-to-face learning activities. The LMS allows the Office to more easily analyse and report on learning needs and trends, assess the impact of development initiatives and effectively reach out to staff members serving in the field through e-learning activities.

## **Network of learning coordinators**

- 28.** A network of learning coordinators was initially established in 2006 in order to support the effective utilization of the staff development funds available to departments, regions and offices worldwide. On the strength of the recommendations of the External Auditors, following the 2010 performance audit on training and development, a new guideline clarifying the roles and responsibilities of all parties involved in the management of these funds was published in May 2012.

29. In the 2014–15 biennium, learning coordinators will be provided with a new reporting tool to enable them to capture more quantifiable information regarding the development activities undertaken using devolved staff development funds.

## **D. Performance management**

30. The ILO's results-based Performance Management Framework has enhanced accountability and transparency in relation to staff performance, goal setting and results since its implementation in July 2009. The Framework was previously paper-based, but as of the beginning of the 2014–15 biennium, the Performance Management (PM) module of the ILO People e-Talent Management Suite is available for staff worldwide. Moving to an e-tool for Performance Management will provide opportunities for real-time reporting on compliance, goals achieved and performance levels.
31. As part of the performance appraisal process, staff have also been encouraged to complete their Employee Profile as this provides valuable input in discussions about career aspirations and development objectives.
32. An upward-feedback process for responsible chiefs covering this period has also been launched in 2014 through the online PM module. Responsible chiefs will receive upward feedback from the staff who report to them concerning their overall effectiveness and demonstrated managerial competencies over the past biennium. A summary report of this feedback will be made available to the responsible chief and their manager, and a review of the result will be recorded in the appraisal.
33. Improvements in accountability and transparency resulting from the introduction of the online PM module are critical for the implementation of policies and processes related to rewards and recognition and the management of underperformance. The work of the focus group on rewards and recognition convened in the context of the human resources reform has built on the work already started by HRD in these two areas under the Human Resources Strategy for 2010–15. Proposals for three types of rewards, both for individuals and for teams, namely for excellence and innovation, for meritorious performance and for long service, are under consideration in the JNC. These would be accessible to all categories of staff and would require no additional resources.

## **E. Staff management relations**

### **Clarification of industrial relations within the ILO**

34. In February 2000, the Director-General and the Staff Union concluded a Recognition and Procedural Agreement establishing a JNC as the forum for discussion and agreement on major collective issues, defining subjects within its purview, JNC operating procedures and the processes to be adopted where agreement could not be reached. The agreement was noted by the Governing Body in March 2000 and consequential amendments to the Staff Regulations were adopted in November 2000 with several caveats.<sup>11</sup> Since then the relationship between collective bargaining outcomes and the authority of the Governing Body in human resources matters has been unclear, including recently regarding the conclusion of interim arrangements on recruitment and selection procedures. Similarly, the

<sup>11</sup> GB.279/10/2(Corr.).

procedures foreseen in the collective agreement for cases where agreement cannot be reached have not always proven effective.

- 35.** Building on the experience of the past decade and on the concerns expressed by the Governing Body about its guiding and monitoring role vis-à-vis the Office, the Director-General and the Staff Union have reviewed the 2000 collective agreement and propose some changes to the current industrial relations framework aimed to:
- (a) clarify the respective roles of the Governing Body, the Director-General and the Staff Union in determining human resources policies affecting the conditions of employment of ILO staff;
  - (b) establish more effective mechanisms for social dialogue within the Office and for the resolution of collective disputes.
- 36.** As regards the clarification of the role of the Governing Body with respect to the implementation of collective agreements between the Director-General and the Staff Union, the Office proposes to follow the same approach adopted in 2011<sup>12</sup> regarding the delegation of authority to the Director-General to adopt amendments to the Staff Regulations: the implementation of any agreement with major financial or policy implications, or not consistent with common system conditions of employment, would require a decision by the Governing Body.
- 37.** Two main features are worth highlighting under the second item. Consideration is being given to replacing the current two co-chairs of the JNC with a single independent chairperson, jointly appointed by the parties who could play a facilitating role similar to the mediation in 2011. Secondly, in order to ensure a more effective system of resolution of cases of disagreement within the JNC, the two following mechanisms are envisaged:
- (a) The first mechanism, which to some extent has already been put in place, is the authority of the Review Panel created by the 2000 Collective Agreement, to determine whether any particular area is subject to information, consultation or negotiation. The Review Panel is composed of three officials, whereby each party appoints one official and the third official is appointed as Chairperson with the agreement of the parties. Its members are readily available and its rules state that a decision should be made within 15 days. This requires no amendment to the Staff Regulations.
  - (b) A second mechanism would adjudicate any other collective dispute, in lieu of the existing non-binding recommendations of the Review Panel or the judicial role that the Administrative Tribunal of the ILO has itself recognized in its case law. In view of the timeline established for the adjudication of a case by the Administrative Tribunal and the requirement under the Tribunal's Statute to previously exhaust internal remedies intended for individual disputes, the Office and the Staff Union are considering alternative, more efficient and expeditious means to resolve such collective disagreements.
- 38.** The appendix contains the proposed draft amendment to the Staff Regulations in order to clarify the role of the Governing Body with regard to collective bargaining. Any further proposed amendment resulting from discussions with the Staff Union will be submitted in due course.

<sup>12</sup> GB.312/PFA/13.

## Conflict prevention and resolution

39. Conflict prevention and resolution is another area of staff–management relations on which proposals are submitted to the Governing Body for guidance. While the current system, adopted in 2004,<sup>13</sup> has been working reasonably well, the Office, in agreement with the Staff Union, proposes the establishment of a specific procedure for the investigation of harassment claims (other than sexual harassment claims, for which a specific procedure was already designed in the 2004 conflict management reform), which had been handled so far under the general procedure for the review of work-related disputes. The proposed procedure has been designed with a view to strengthening preventive and protective measures to provide a safe, healthy and secure working environment, free from violence, harassment or discrimination, and to have serious cases investigated professionally and independently, in line with the requirements specified in the case law of the ILO Administrative Tribunal, and taking into account the recommendations of the Joint Inspection Unit regarding the centralization and professionalization of all investigations functions.<sup>14</sup>
40. Based on the experience of the past biennium, during which three investigations were commissioned either internally or contracted out to external expertise, resources will be required to support the professionalization of the investigation of harassment or discrimination grievances.
41. The amendments to Chapter XIII of the Staff Regulations, required in order to implement the new procedures regarding the prevention and resolution of harassment grievances, will be submitted to the Governing Body in November 2014. Discussions will continue throughout 2014 and 2015 with the Staff Union and stakeholders, including the ILO’s Ethics Officer, the Mediator and the Joint Advisory Appeals Board, with a view to identifying other areas to further improve the efficiency and effectiveness of the existing conflict prevention and resolution mechanisms.

## F. Other areas of human resources reform

### Age of retirement

42. As reported to the Governing Body in October 2013,<sup>15</sup> the increase in the normal age of retirement to age 65 for staff appointed or reappointed on or after 1 January 2014 was to be accompanied in the ILO by the introduction of a policy governing the conditions on which staff can be retained after they reach normal retirement age and on which former staff separated upon retirement or early retirement can be rehired.
43. A draft internal policy is being finalized in this regard, consistent with the practice in most other UN system organizations and with several recommendations contained in a recent 2013 system-wide note of the Joint Inspection Unit on the use of retirees and staff retained beyond the mandatory age of separation in UN organizations.

<sup>13</sup> GB.289/PFA/18.

<sup>14</sup> The investigations function in the United Nations system (JIU/REP/2011/7).

<sup>15</sup> GB.319/PFA/11.

**Work–life balance**

44. A series of proposals are under consideration within the JNC regarding the harmonization of annual leave, public holiday and overtime provisions between headquarters and external offices, recognizing the need to introduce protective measures against excessive working hours and, where appropriate, provide compensatory time off.
45. Work will also continue throughout 2014–15 to consider new part-time work arrangements, which, at present, are limited to 50 and 80 per cent working time, and to provide better support for officials with family responsibilities, in particular in the area of maternity, through the innovative use of special leave possibilities in connection with maternity leave provisions.

**Draft decision****46. *The Governing Body:***

- (a) *notes the progress made in implementing and adapting the Human Resources Strategy to the new challenges identified in the Director-General's human resources reform;*
- (b) *approves the amendments to the Staff Regulations contained in the appendix;*
- (c) *requests an update on developments and further policy proposals at its 322nd (October 2014) and 323rd (March 2015) Sessions as required;*
- (d) *requests a review of the Human Resources Strategy for its 325th Session (November 2015) drawing on the achievements and lessons learnt from the 2010–15 Human Resources Strategy.*



## Appendix

### Proposed amendments to the Staff Regulations

(additions appear underlined,  
suppressions are strikeout)

#### Chapter IV

#### Recruitment and appointment <sup>1</sup>

##### ARTICLE 4.2

##### *Filling of vacancies*

(a)(i) The paramount consideration in the filling of any vacancy shall be the necessity to obtain a staff of the highest standards of competence, efficiency and integrity. Due regard shall be paid to the importance of maintaining a staff selected on a wide geographical basis, recognizing also the need to take into account considerations of gender and age.

(ii) Every official shall be required to possess a fully satisfactory knowledge of one of the working languages of the Organization. Officials in the Professional category whose mother tongue is one of the working languages shall normally be required to have a good working knowledge of a second working language and may be required to acquire a knowledge of a third working language. Officials in the Professional category whose mother tongue is not one of the working languages shall be required on appointment to possess a fully satisfactory working knowledge of one of the working languages of the Office and may be required to acquire a knowledge of a second working language. Officials in the Professional category who undertake duties as translator or such other duties as may be designated as similar by the Director-General shall be required to have a thorough knowledge of two working languages as well as the main language into which they translate.

(iii) Officials in the Professional category and officials in the Director and Principal Officer category shall be required to possess a degree awarded by a recognized university, or its equivalent in experience.

(iv) In the filling of any vacancy, service in the Office, including service in the field where relevant, shall be taken into account.

~~(ii)~~(v) Without prejudice to the foregoing, officials shall be selected without discrimination on the basis of age, race, gender, religion, colour, national extraction, social origin, marital status, pregnancy, family responsibilities, sexual ~~preference~~ orientation, disability, union membership or political conviction.

(b) Appointments to vacancies of Deputy Director-General, Assistant Director-General and Treasurer and Financial Comptroller shall be made by the Director-General after consultation with the Officers of the Governing Body.

(c) The Director-General may designate a Principal Deputy Director-General, in which event such designation shall be made after consultation with the Officers of the Governing Body and with the agreement of the Governing Body.

<sup>1</sup> See also Annex I: Recruitment and selection procedure.

(d) Vacancies in the Director and Principal Officer category shall be filled by the Director-General by transfer in the same grade, promotion or appointment. Such promotions or appointments, other than to vacancies in technical cooperation projects, shall be reported to the Governing Body with a short statement of the qualifications of the persons so promoted or appointed. The position of Chief Internal Auditor shall be filled by the Director-General after consultation with the Governing Body.

(e) Transfer in the same grade, promotion or appointment by direct selection by the Director-General shall be the normal method of filling vacancies:

- of Chiefs of Branch and Directors of offices in the field;
- in technical cooperation projects;
- in the Office of the Director-General;
- of principal secretary to a Deputy Director-General;
- of a purely temporary nature, up to two years, of a specialist nature, not expected to lead to a career in the ILO, any extension beyond two years being subject to article 4.2(f);
- ~~— in the National Professional Officers category in external offices;~~
- ~~— in the General Service category in external offices.~~

The Director-General may in such cases, at his or her discretion and after consulting the ~~Staff Union representatives mentioned in Annex I~~ Recruitment, Assignment and Mobility Committee mentioned in article 10.6, decide on the use of one or other of the methods of filling vacancies referred to in article 4.2(f).

(f) ~~In accordance with the provisions of the Collective Agreement on a Procedure for Recruitment and Selection, competition shall be the normal method of filling vacancies between grades G.1 and P.5 inclusive.~~ The methods to be employed to fill vacancies in the General Service, National Professional Officer and Professional categories shall comprise transfer in the same grade, promotion or appointment, normally by competition in accordance with the procedure set out in Annex I or, in the case of local staff in external offices, other existing mechanisms. New mechanisms or changes to existing mechanisms for recruitment and selection of local staff in external offices shall be endorsed by the Joint Negotiating Committee. However, promotion or appointment without competition may be employed only in:

- filling vacancies requiring specialized qualifications;
- filling vacancies caused by upgrading of a job by one grade or in the case of a job upgraded from the General Service to the National Professional Officers category or to the Professional category or in the case of a job upgraded from the National Professional Officers to the Professional category by one grade or more;
- filling vacancies in urgency;
- filling other vacancies where it is impossible to satisfy the provisions of article 4.2(a) above by the employment of any other method.

The ~~Staff Union representatives mentioned in Annex I~~ Recruitment, Assignment and Mobility Committee shall be ~~informed~~ consulted on any transfer in the same grade, promotions or appointments made without competition.

(g) In filling any vacancy account shall be taken, in the following order, of –

- (1) applications from former officials whose appointments were terminated in accordance with the provisions of article 11.5 (Termination on reduction of staff);
- (2) applications for transfer;

- (3) claims to promotion;
- (4) if the Director-General and the Staff Union agree, applications from former officials other than those who have been discharged or summarily dismissed;
- (5) on a reciprocal basis, applications from officials of the United Nations, specialized agencies, or the Registry of the International Court of Justice.
- (h) When a job has been upgraded it shall be regarded, for the purpose of this article, as a vacancy.
- (i) This article shall be applied in accordance with the provisions of Annex I.

## Chapter X

### Staff relations and administrative bodies

#### ARTICLE 10.1

##### *Staff relations*

...

(c) Conditions of employment, including the general living conditions, of officials may be jointly determined by the Director-General or his or her designated representative(s) and the Staff Union through social dialogue, information, consultation and collective bargaining. The Director-General shall have authority to bargain collectively with the Staff Union, with a view to the conclusion of collective agreements. ~~Collective agreements so concluded shall be attached to these Regulations. Implementation of collective agreements shall be subject, where appropriate, to the authority of the Governing Body concerning approval of amendments to the Staff Regulations or of the resources necessary to enforce the agreements, in accordance with article 14.7.~~

~~(d) Where relevant, these Regulations will, subject to article 14.7 of the Staff Regulations, be amended to give effect to the provisions of a collective agreement or an amended agreement, or to reflect the expiry of an agreement.~~

...

#### ARTICLE 10.6

##### *Selection Board*

*(Deleted)*

##### *Recruitment, Assignment and Mobility Committee*

1. A Recruitment, Assignment and Mobility Committee shall be established to assist the Director-General with workforce planning and mobility and to monitor recruitment and selection procedures in line with these Regulations or other applicable rules. The Recruitment, Assignment and Mobility Committee shall, in particular:

- review information regarding workforce planning and mobility and make recommendations on the type and level of recruitment;
- facilitate geographical and functional mobility;
- review proposed vacancies and job descriptions;

- make recommendations for transfers in the same grade without competition;
- advise the Director-General on recommendations arising from competitions.

2. The Recruitment, Assignment and Mobility Committee is composed of: the Director of the Human Resources Development Department, two officials appointed by the Director-General and one official appointed by the Staff Union accompanied by an advisor. The Committee shall be assisted by a Secretary from the Human Resources Development Department. The Committee may invite other officials to assist it in the discharge of its functions. Each member of the Committee, the Secretary and any other person assisting or attending the Committee must observe the full confidentiality of the proceedings, and strictly avoid conflict of interest or perception of conflict of interest.

3. The Recruitment, Assignment and Mobility Committee holds an annual meeting and at least three other meetings during the year.

4. The Recruitment, Assignment and Mobility Committee shall discuss all issues before it, in good faith, with a view to reaching agreement. Where agreement is not reached, the Director-General will be informed of any divergent views. The Committee establishes its own procedure.

#### ARTICLE 10.7

##### *Assessment Centre*

~~(a) An Assessment Centre shall be established to assess the suitability of officials, or candidates for recruitment, to undertake the duties and responsibilities at various grade levels, for such purposes as the filling of vacancies and promotion. These levels correspond to the following groups of grades: G.1 G.4, G.5 G.7, P.1 P.3 and P.4 P.5.~~

~~(b) The Assessment Centre shall be managed by the Human Resources Development Department. The assessors shall be selected jointly by the Human Resources Development Department and the Staff Union from officials who have successfully completed an appropriate training course in the International Labour Office.~~

## Chapter XI

### Cessation of service

#### ARTICLE 11.5

##### *Termination on reduction of staff*

(a) The Director-General, after consulting the Joint Negotiating Committee, may terminate the appointment of an established official if the necessities of the service require a reduction of staff involving a reduction in the number of posts. An established official whose appointment is terminated under this paragraph shall, during the two years after the date on which its termination becomes effective, be offered appointment to any vacancy for which the Director-General, after consulting the Joint Negotiating Committee Recruitment, Assignment and Mobility Committee, considers that the official possesses the necessary qualifications.

## Chapter XIII

### Conflict resolution

#### ARTICLE 13.2

##### *Grievances*

1. An official <sup>1</sup> who wishes to file a grievance on the grounds that s/he has been treated in a manner incompatible with her/his terms and conditions of employment shall, except as may be otherwise provided in these Regulations or other relevant rules, <sup>2</sup> request the Human Resources Development Department to review the matter within six months of the treatment complained of. The procedure for the examination of general grievances related to the terms and conditions of employment is governed by article 13.3.

<sup>1</sup> For the purpose of Chapter XIII, the term “official” does not comprise ~~officials in the executive directorate level~~ the Director-General, Deputy Directors-General and Assistant Directors-General.

<sup>2</sup> Special procedures apply to compensation claims (Annex II) and the review of performance appraisals (Chapter 6) as well as for appeals in respect of selection and recruitment (Annex I, paragraph ~~4~~33), discipline (Chapter 12), job grading (relevant administrative circular), termination for unsatisfactory services (articles 11.4 and 11.8), termination on reduction of staff (article 11.5), and withholding of increment (article 6.4) and transfer to a lower grade (article 6.11).

## Annex I

### Recruitment and selection procedure (New text)

#### PROCEDURAL STAGES IN THE FILLING OF VACANCIES

1. Selection procedures shall comprise three stages:

- (1) request for the opening of vacancies and review of vacancy announcements;
- (2) identification of opportunities for filling vacancies by transfers in the same grade or through geographical mobility;
- (3) where no suitable opportunity is identified for selection by transfers in the same grade or through geographical mobility, other candidates will be screened, and eligible candidates will be subject to competency assessment and technical evaluation.

#### FIRST STAGE: REQUEST FOR THE OPENING OF VACANCIES AND REVIEW OF VACANCY ANNOUNCEMENT

2. Proposals to fill a vacancy will be made by the responsible chief who will identify the relevant generic job description, job family and suggested grade, and will prepare a description of the responsibilities, objectives and minimum requirements that are specific to the job. The proposal will be reviewed by the Human Resources Development Department.

3. Confirmed vacancies and the corresponding proposed job descriptions are submitted to the Recruitment, Assignment and Mobility Committee mentioned in article 10.6, along with information concerning:

- (a) proposals to transfer an official without competition due to: pressing humanitarian or certified medical reasons; a legal obligation of the Office, including vis-à-vis officials whose position has been abolished, or the duty to protect the interests of a staff member or group of staff or to preserve a smooth and productive working environment;
- (b) officials who have expressed potential interest in functional or geographical mobility;
- (c) officials on special leave without pay or secondment due to return to the Office;
- (d) gender and diversity indicators;
- (e) variations to generic job descriptions;
- (f) proposals to assign officials to temporary vacancies.

4. The Recruitment, Assignment and Mobility Committee submits a report to the Director-General with recommendations, including any divergent views, on:

- (a) vacancies proposed to be filled without competition for any of the reasons stated in paragraph 3(a) above;
- (b) proposals to address geographical diversity within the Office;
- (c) proposals to limit eligibility in specific vacancies to internal candidates or to other categories of serving officials or groups of serving officials;
- (d) the contents of vacancy announcements.

5. The Recruitment, Assignment and Mobility Committee is informed of the decisions of the Director-General arising from its report.

6. All vacancies open to competition shall be advertised for a minimum period of 30 days, unless otherwise agreed within the Recruitment, Assignment and Mobility Committee. The Human Resources Development Department will disseminate all vacancies among serving staff through internal electronic media and will announce them by other media as appropriate.

SECOND STAGE: IDENTIFICATION OF OPPORTUNITIES FOR FILLING VACANCIES  
BY TRANSFERS IN THE SAME GRADE OR THROUGH MOBILITY

7. The Human Resources Development Department will prepare a list of internal candidates who have applied for a vacancy in the same grade and identify those who meet the minimum requirements.

8. The responsible chief shall review the list prepared by the Human Resources Development Department and prepare an evaluation regarding the suitability of candidates.

9. The Recruitment, Assignment and Mobility Committee shall review the list of suitable internal candidates together with the evaluations of the Human Resources Development Department and the responsible chief and shall prepare a report for the Director-General including advice and recommendations for filling vacancies taking into consideration the applications of officials subject to geographical mobility first, having regard to the hardship and duration of a field assignment.

10. Candidates will be informed of the Director-General's decision to fill a vacancy by transfer in the same grade or through geographical mobility.

THIRD STAGE: EVALUATION OF OTHER APPLICATIONS

*Screening of candidates*

11. Where no suitable opportunity is identified for selection by transfers in the same grade or through mobility, other candidates will be screened.

12. Prior to the screening process the responsible chief and the Human Resources Development Department will determine: the weight that will be accorded to the various elements to be taken into consideration during the evaluation of eligible candidates (personal résumé, written tests, interview, etc.).

13. The Human Resources Development Department shall provide the responsible chief with a list of candidates who meet the minimum requirements specified in the vacancy announcement.

14. The responsible chief and Human Resources Development Department shall establish a shortlist of candidates in consultation with the technical panel, including where appropriate through eliminatory tests.

*Competency assessment*

15. Any external candidate or any internal candidate applying to a higher category shall be assessed against core competencies and values agreed within the Joint Negotiating Committee for each of the following grade ranges: G.1–G.4, G.5–G.7, P.1–P.3 and P.4–P.5.

16. The competency assessment shall be managed by the Human Resources Development Department. The assessors shall be selected jointly by the Human Resources Development Department and the Staff Union.

17. Only candidates who are successful in the competency assessment will progress to the next selection stage.

18. Any candidate who has undergone a competency assessment may request feedback, including on possible areas of development.

19. Serving staff who are not successful in the competency assessment will be encouraged to avail themselves of staff development and counselling opportunities provided by the Office and may undertake a competency assessment after a period of six months. As far as practicable, opportunities shall be given to serving staff to undertake a competency assessment outside of a specific competition as a development activity.

#### *Technical evaluation*

20. A technical panel shall be established to evaluate shortlisted candidates who have been successful in the competency assessment.

21. The technical panel will comprise the manager responsible for the vacant position or his/her representative, a representative of the Human Resources Development Department and a third independent member selected from a list of serving staff established in agreement with the Staff Union. Technical experts may also be appointed to assist the technical panel in its evaluation of candidates. Technical panel members and technical experts are required to act impartially, and should not have any conflict of interest or perceived conflict of interest related to any candidates for the position.

22. The technical panel will undertake a rigorous technical evaluation of the candidates in accordance with pre-established criteria through an interview and any other test decided by the responsible chief in consultation with the Human Resources Development Department. The marking of written tests will be blind.

23. The technical panel shall prepare a report with recommendations, including the ranking from the technical evaluation and relevant comments, on candidates recommended for appointment. The technical panel may also recommend that the competition be declared unsuccessful or that it be cancelled.

24. Any internal candidate and any candidate who is a serving staff member has the right to request feedback on his/her performance in the context of the technical evaluation, as well as on areas of possible development. Such feedback may be provided in oral or written form by the responsible chief or a representative of the Human Resources Development Department, as appropriate.

#### *Review of proposed appointments and staff movements and decision by the Director-General*

25. Reports from the technical panels shall be reviewed by the Recruitment, Assignment and Mobility Committee, which shall submit the reports, together with its advice and recommendations on other relevant issues for selection, to the Director-General for decision.

#### *Unsuccessful competitions*

26. A selection process shall not be declared unsuccessful if, following the competency assessment and technical evaluation, there are candidates suitable for appointment.

27. Before recommending that a competition process be declared unsuccessful, the technical panel may choose to invite any eligible candidate who was not initially short-listed to competency assessment and technical evaluation.

28. In the event of the process being unsuccessful, the Recruitment, Assignment and Mobility Committee shall provide advice on the means to fill the vacancy.

*Publication of results*

29. The Human Resources Development Department will publish all the Director-General's decisions on appointments, transfers and promotions made in accordance with the provisions of this Annex as soon as possible on the ILO Intranet. The Human Resources Development Department will also individually notify all candidates of the outcome of competitions.

*Internal candidates*

30. An official may not apply in a competition as an internal candidate before the successful completion of his/her probationary period.

31. Officials serving on technical cooperation projects, except those detached from another job within the Office, as well as officials appointed under the Rules Governing Conditions of Service of Short-Term Officials, will not normally be eligible to participate as internal candidates. The Recruitment, Assignment and Mobility Committee may agree to extend eligibility to these officials, but may establish special requirements.

*Confidentiality*

32. All persons involved in recruitment and selection processes and decisions shall respect their duty to maintain strict confidentiality in all matters related to those processes and decisions.

*Grievances concerning recruitment and selection decisions*

33. Any individual grievance arising from the recruitment and selection process will be dealt with in accordance with Chapter XIII of the Staff Regulations. The deadline for the submission under paragraph 1 of article 13.2 of a grievance related to recruitment and selection decisions will be one month from the publication of the decision.