



United Nations  
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Organisation  
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la science et la culture

Organización  
de las Naciones Unidas  
para la Educación,  
la Ciencia y la Cultura

Организация  
Объединенных Наций по  
вопросам образования,  
науки и культуры

منظمة الأمم المتحدة  
للتربية والعلم والثقافة

联合国教育、  
科学及文化组织

## Report by the Director-General on the execution of the programme (34 C/5) (01 January 2008 - 30 June 2009)

### **Human resources management**

### Part III – Support for Programme Execution and Administration

Paragraph 13004

#### III.C – Human resources management

Regular budget: Activities (rounded to \$ thousand)	
Planned: \$17 891	Actual: \$13 340

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
Second phase of the medium- and long-term staffing strategy completed and implemented.	<ul style="list-style-type: none"> <li>• Performance Agreement for senior managers implemented in January 2008 covering the biennium 2008/2009</li> <li>• Merit-Promotion Programme implemented in 2008</li> <li>• Mandatory self-learning CD-ROM on "Managing People with Confidence" launched in April 2008. The CD contains 7 modules which assist managers in assuming key managerial functions within their enhanced delegated authority in HR functions.</li> <li>• Training for Field Staff with 2 AO workshops in May 2008 (Jamaica) and June 2009(Mozambique). An institutional training workshop for field staff took place in Beirut in January 2009.</li> <li>• Review &amp; analysis of current contractual arrangements was carried out and proposals have been developed for consultation with management &amp; ACPP.</li> <li>• Generic Job Profiles and Job Descriptions developed for Programme Specialists (P/NPO) in Clusters and National Offices. Review of Programme Specialists is being undertaken in the Education sector, including identification of competencies and development of generic jobs.</li> <li>• Review of NPOs covering the definition of core functions, identification &amp; development of generic profiles and competencies, being carried out;</li> </ul>	<ul style="list-style-type: none"> <li>• Too early to evaluate</li> <li>• Evaluation undertaken by IOS</li> <li>• Too early to evaluate: review will be completed by the end of 2009</li> </ul>	<p>A cost-analysis will be undertaken prior to decision to modify the contractual arrangement framework</p>	<p>DG asked that all managers and supervisors undergo this mandatory training by October 2008. Overall completion rate for HQ= 56% and 72% for FLD supervisors/managers as at 31/10/2008. HRM will send a reminder to sectors/bureaux to ensure full compliance with DG's instructions</p>
More equitable geographical distribution and improved gender balance, in particular women at senior levels, achieved.	<ul style="list-style-type: none"> <li>• Mechanisms in place to monitor retirements, managers must launch recruitment process at least 6 months before retirement date of incumbent.</li> <li>• Gender Action Plan approved and implemented; 50% target of women at Sr. level by 2015. HRM reports on a regular basis to EB on measures undertaken.</li> </ul>			<p>Monitor timely launch with Sectors/Bureaux of recruitment of posts due to become vacant due to retirement.</p>
Geographical mobility of international professional staff between Headquarters and field duty stations ensured.	<ul style="list-style-type: none"> <li>• Geographical mobility applicable to all international professional staff effective 1 October 2008. HRM developed a revised geographical mobility policy as well as support measures and the costs estimated to implement these measures.</li> </ul>	<p>Too early to evaluate</p>	<p>A cost-analysis was submitted with the proposals.</p>	<p>.</p>

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
	<ul style="list-style-type: none"> <li>The Executive Board approved the strategy for the implementation of geographical mobility presented by the DG in April 2009 at the 181st session.</li> </ul>			
<p>Harmonization of human resources policy framework with United Nations common framework.</p>	<ul style="list-style-type: none"> <li>New contractual arrangements for Consultants &amp; Individual Contractors issued in July 2008. Policy has clear guidelines on selection, contracting &amp; evaluation process of Consultants.</li> <li>Revision of HR Administrative Manual underway – HRM developed an on-line user-friendly tool to update Manual Chapters &amp; make it more consistent with staff rules &amp; provisions presently in force. This new tool will improve efficiency of HR operations. Revised chapters will be posted progressively on-line. Expected completion in November 2009.</li> </ul>	<ul style="list-style-type: none"> <li>has clarified the use of consultant &amp; fee contracts by providing clear guidelines &amp; procedures on contracting individuals</li> <li>Too early to evaluate impact</li> </ul>		
<p>Second phase of the Human Resource Information Management System (STEPS) developed and implemented.</p>	<ul style="list-style-type: none"> <li>Payroll Operations &amp; Personnel Administration (Phase I) is now operational.</li> <li>Technical upgrade of STEPS completed</li> <li>Work underway to stabilize phase I and develop workflow by the end of December 2009</li> <li>Implementation of Phase II of STEPS is subject to availability of funding (yet to be identified) in 2010/2011.</li> </ul>			<p>Implementation of STEPS Phase II in 2010/2011 depending on availability of funds.</p>
<p>Learning and development policy implemented.</p>	<ul style="list-style-type: none"> <li>Corporate training plan for 2008/09 developed &amp; approved by DG</li> <li>Training being implemented as per approved training plan</li> <li>HRM developed &amp; implemented in 2008 an Induction Programme (comprising individual briefings, institutional training and CD-ROM) for new recruits. 3 training courses have taken place in 2008 in field locations (Hanoi, Brazzaville &amp; Quito). Institutional Training in January (Jakarta), March (Santiago) and May 2009 (Dakar).</li> <li>More courses were implemented since January 2009 : a training of Field Directors in CCA-UNDAF and a revised Orientation and Briefing Programme for all new professional recruits (programme implemented by the Institutional Training Programme)</li> <li>As part of Gender Action Plan, HRM launched a survey aimed at P3 to P5 female staff to assist in identifying the learning &amp; development needs required to develop appropriate training programmes designed to support female staff be more competitive for managerial &amp; leadership positions. A training</li> </ul>	<ul style="list-style-type: none"> <li>Following an external evaluation of the LCMP program, the training package is being redesigned to include, inter alia, risk management and gender issues, available end 2009.</li> </ul>		

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	<p>programme is being developed by end of 2009.</p> <ul style="list-style-type: none"> <li>• Some 500 enrolments for language courses started in October 2008</li> <li>• An e-learning is being developed for Gender Mainstreaming to be completed by end 2009.</li> </ul>			
Ethics programme implemented.	<ul style="list-style-type: none"> <li>• The newly recruited Ethics Programme Officer (P-5) will join UNESCO in August 2009.</li> </ul>			