



United Nations
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Organisation
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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 – 31 December 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: \$ 17 555

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
<p>Second phase of the medium- and long-term staffing strategy completed and implemented.</p>	<ul style="list-style-type: none"> • Performance Agreements for senior managers implemented in January 2008 covering the biennium 2008/2009 • Merit-Promotion Programme implemented in 2008 (and Team Award in 2009) • 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. • Training for Field Staff with 2 AO workshops in May 2008 (Jamaica) and June 2009 (Mozambique). 9 Institutional Training Workshops for HQ & Field staff took place in 2009. • Review & analysis of current contractual arrangements on-going. Monitoring of discussions at UN level. Proposals have been developed for further consultation with management & ACPP. • Generic Job Profiles and Job Descriptions developed for Programme Specialists (P1 to P5 level) in Clusters and National Offices. • Review of Professional posts in the Education sector in Nov./Dec. 2009, including identification of competencies and development of generic jobs. • Review of NPOs covering the definition of core functions, identification & development of generic profiles and competencies. Part of review completed, HRM developed & documented recruitment & selection process for NPOs with BFC and is incorporated in Manual. 	<ul style="list-style-type: none"> • IOS review of the implementation of Performance Agreements in August 2009 concluded that it is an important initiative to be continued and the process requires some streamlining. • Evaluation undertaken by IOS in 2009 on Pilot Programme revealed that it is supported by staff and managers. • Continued monitoring to ensure compliance. • Some concerns expressed by programme sectors (re. preservation of expertise etc.). It was decided to revisit this issue once a revised decentralization approach is adopted. • Varieties of NPOs identified and consideration of on-going ICSC review on nature, purpose, role, applicability, conditions of services etc. of NPOs – to be discussed at ICSC March 2010 session. 	<p>A cost-analysis will be undertaken prior to decision to modify the contractual arrangement framework</p>	
<p>More equitable geographical distribution and improved gender balance, in particular women at senior</p>	<ul style="list-style-type: none"> • Mechanism in place to monitor retirements, managers must launch recruitment process at least 6 months before retirement 			

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levels, achieved.	<p>date of incumbent.</p> <ul style="list-style-type: none"> • Succession Planning Approach developed by HRM and to be implemented in 2010/2011. • Gender Action Plan approved and implemented; 50% target of women at Sr. level by 2015. Set recruitment targets with Sectors/Bureaux for P5+ level women. HRM reports on a regular basis to EB on measures undertaken. • Plan of Work (2010/2015) for improving geographical representation of staff in the Secretariat developed in December 2009. HRM will present Plan at EB Spring 2010 session. 			
Geographical mobility of international professional staff between Headquarters and field duty stations ensured.	<ul style="list-style-type: none"> • The Executive Board approved the strategy for the implementation of geographical mobility presented by the DG in April 2009 at the 181st session. Administrative Circular on Mobility Policy issued in Nov. 2009. 	<ul style="list-style-type: none"> • Presently at implementation phase. 		
Harmonization of human resources policy framework with United Nations common framework.	<ul style="list-style-type: none"> • New contractual arrangements for Consultants & Individual Contractors issued in July 2008. Policy has clear guidelines on selection, contracting & evaluation process of Consultants. • Revision of HR Administrative Manual carried out – HRM developed an on-line user-friendly tool to update Manual Chapters & make it more consistent with staff rules & provisions presently in force. This new tool will improve efficiency of HR operations. 	<ul style="list-style-type: none"> • (i) Has clarified the use of consultant & fee contracts by providing clear guidelines & procedures on contracting individuals. (ii) Broaden geographical base of Roster. (iii) Monitoring application of policy since there is no single integrated management system. • Live document requiring continuous monitoring of applicability. 		
Second phase of the Human Resource Information Management System (STEPS) developed and implemented.	<ol style="list-style-type: none"> 1) Payroll Operations & Personnel Administration (Phase I) is operational. Stabilization & refinement is on-going. 2) Technical upgrade of STEPS completed 3) Development of workflows underway. 4) Feasibility study for implementation of Phase II of STEPS is underway. Implementation is subject to availability of funding (yet to be identified) in 2010/2011. 	<ol style="list-style-type: none"> 1) to 3) Need to maintain customization to a minimum (cost & efficiency) while continuing to implement UN-specific benefits and entitlements. 4) Funds to be identified for implementation of Phase II. 		
Learning and development policy implemented.	<ul style="list-style-type: none"> • Corporate Training Plan for 2008/09 developed & approved by DG • Training implemented as per approved plan: 			

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	<ul style="list-style-type: none"> - HRM developed & implemented an Induction Programme (comprising individual briefings, institutional training and CD-ROM) for new recruits. 9 training courses have taken place in 2008/2009. - 163 staff trained in Human Rights; 286 staff trained in RBM; Gender Mainstreaming CDROM developed. - As part of Gender Action Plan, HRM launched a survey aimed at P3 to P5 female staff to assist in identifying the learning & development needs required to develop appropriate training programmes designed to support female staff be more competitive for managerial & leadership positions. The Pilot training programme took place in November 2009. Others scheduled in 2010. - Some 800 enrolments for language courses in 2008/2009 and some 700 for IT training inscriptions in 2009 only. - Following an external evaluation of the LCMP program, the training package was redesigned to include, inter alia, risk management and gender issues. The Pilot Leadership Development Programme will take place in February 2010. - New bilingual Career Guide for UNESCO staff developed. - Roll-out of new career development training programme (performance management training, Interviewing skills for interviewers and interviewees). 			
<p>Ethics programme implemented.</p>	<ul style="list-style-type: none"> • The newly recruited Ethics Advisor (P-5) on board since August 2009. 			