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Item 5 of the provisional agenda

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

PART V

HUMAN RESOURCES ISSUES

SUMMARY

This document provides updated information and statistics to the Executive Board on the restructuring and the redeployment process.

The report is presented to the Executive Board for information.

I. INFORMATION ON THE RESTRUCTURING AND THE REDEPLOYMENT PROCESS

1. This document provides an update of the restructuring and the redeployment process as at the end August 2014, following the report submitted by the Director-General to the Executive Board in April 2014 (194 EX/5 Part III Add.2 Rev.).

Process

2. In November 2013, after the General Conference approval of the US \$507 million budget Expenditure Plan, Sectors and Bureaux were requested to submit their proposals for restructuring, including, as required, proposals for posts abolition (vacant or occupied) within the allocated budgetary envelope. A joint Technical Review was conducted by BSP, BFM and HRM in January 2014 of the proposals submitted for Headquarters and for the field offices.

3. ADGs/Directors of Bureaux/Heads of Field Offices met individually with staff whose posts were proposed for abolition, end January/February. HRM was present in the meetings with Headquarters staff. The Staff Associations were given the opportunity to provide comments on the proposals for abolition of occupied posts; these comments were communicated to the Director-General, together with the proposals.

Abolition of occupied posts (Statistics in the Annex)

4. In April 2014, the Director-General approved the proposals for abolition of posts at Headquarters and in the field. The effective date for the abolition of posts was set at 31 August 2014, upon completion of a redeployment period of four months. Staff were formally notified by HRM, in April 2014, of the decision of abolition of their post and informed by their ADG/Director of Bureau/Head of Field Office, in individual meetings. HRM was present at the individual meetings with Headquarters staff; field AOs were present at the meetings with field staff.

5. In the notification letter, affected staff were given another opportunity to opt for an Agreed Separation with an enhancement of 50% of the statutory termination indemnity payable (13 staff accepted the offer); or to be included in the redeployment review.

6. A total of 118 occupied posts were approved for abolition: 113 Professional and General Service posts and five Director posts. The majority of abolitions concerned Headquarters¹ posts (96 e.g. 81%); 56% of the posts abolished are General Service posts at Headquarters (54). The actual number of abolished posts is lower than that initially proposed of 147 posts,² due to agreed separations, but also as a result of the decision to postpone the date of abolition for posts of staff retiring in 2014/2015 (the posts will be abolished on the date of retirement), and pending completion of the AO/EO review, analysis and modalities for its implementation.

Redeployment process

7. The redeployment period was set at four months from the notification of the decision of abolition of posts during which every effort would be made to identify suitable redeployment opportunities for affected staff. If, at the end of the four months period, by end August 2014, no post had been identified/nor accepted by the staff member, the separation process was to be initiated.

8. A total of 113 staff members were referred for redeployment review, of whom 91 at Headquarters and 22 in field offices. These include 69 General Service staff (54 at Headquarters and 15 in field offices), 40 International Professional staff (37 at Headquarters and three in field offices) and four National Professional Officers in the field. ERI and CLT were the most affected Sectors, with 37 staff on redeployment in ERI and 19 in CLT, followed by HRM with 12 affected staff.

¹ Including five posts in IIEP (3 P and 2 General Service).

² In 194 EX/5 Part III Add 2 Rev.

9. Staff who opted for the redeployment review were invited to express interest, within 10 working days, for vacant posts at their grade or at lower grade. Vacant posts available for redeployment were published on a dedicated HRM website, accompanied by a summary description of functions and an outline of the basic requirements for each post. International Professional staff were invited to express interest in posts at Headquarters and in field offices; locally-recruited staff members (General Service staff and National Professional Officers) were invited to express interest in posts at their duty station. In the case of some locally-recruited staff in the field, in view of the unavailability of vacant posts in the duty station, Heads of Field Offices were asked to approach other United Nations agencies with a view to support efforts of re-employment locally.

Redeployment meetings

10. The Redeployment Group met twice, first in May 2014, then in July 2014. The Group, chaired by the DDG, comprised all ADGs of Programme Sectors, ADG/ERI, ADG/BSP, ADG/AFR, Director HRM and one Representative from each Staff Association.

11. The Group's mandate was to review and recommend to the Director-General, suitable redeployment opportunities for staff whose posts were approved for abolition, on the basis of criteria set out in Staff Rule 109.5, e.g. efficiency, competence, integrity and length of service. These criteria were assessed on the basis of staff profiles entered in *My Talent* together with performance reports over the last two biennia.

12. The Redeployment Group reviewed all affected staff, against vacant posts at their grade, to determine if staff met the basic requirements of the posts in terms of qualifications and experience; if no suitable post at equal grade was available, posts at lower grade were reviewed.

13. The Redeployment Group reviewed 168 vacant posts during its two meetings; a total of 98 offers of redeployment were made to staff. Two staff refused the offer made, while one declined the initial offer, and accepted the second offer made. At the end of the exercise, a total of 95 staff were redeployed of whom 82 Headquarters staff and 13 field staff.

Staff redeployed (Statistics in the Annex)

14. From the 95 staff redeployed, 82 were Headquarters³ staff and 13 field staff. Fifty-eight per cent of the staff (55) were redeployed within their Sector/Bureau; locally-recruited staff were redeployed within their field office. While the majority of Headquarters staff was redeployed within Headquarters, four Professional staff were redeployed to the field, one Professional staff was redeployed from the field to Headquarters and one Professional staff was redeployed within the field.

15. Forty-two per cent of the staff (40) were redeployed to another Sector/Bureau (including staff within field offices). Among them, the largest group is from ERI; while CLT was the Sector which received the highest number of staff from other Sectors.

16. The majority was redeployed to posts at the same grade; 16 staff were offered and accepted appointment to lower-graded posts. The grade level of the staff concerned changed accordingly. The level of remuneration was maintained at the level of the previous salary (in application of Staff Rule 104.14) while the pension contribution is in line with the lower-grade contribution level.

17. In addition to the 95 staff redeployed, a solution was identified for 11 staff members, as follows: two staff were appointed to posts through competition; two accepted an agreed separation, three were considered through the appropriate rules regarding United Nations Pension Fund (health concerns) and four were exceptionally maintained on their posts until retirement, not to exceed 30 June 2016 (posts to be abolished on the date of retirement). Five Directors whose posts were abolished were appointed to posts in line with applicable rules and regulations.

³ Including four IIEP staff.

18. By end August 2014, at the end of the established redeployment period, there were seven staff members who had not been appointed to new positions: one International Professional staff in the field and six local staff, as no suitable post was available in the local duty station; five General Service staff and one NPO.

Process to date

19. As per the established procedure,⁴ the Advisory Board on Individual Personnel Matters (PAB) reviewed, at the beginning of September, the recommendations for separation of staff as per the above-mentioned Staff Rule (cf. para. 16). At the time of writing this report, the recommendation of the PAB has been completed and is submitted for decision.

Support measures for the transition

20. To support staff during the process, a programme for psychological support to staff was established by the Medical Office in HRM. The psychological support team is external and completely anonymous. This service will be effective until November 2014.

21. Staff were redeployed between July and September 2014. As some staff will need training to become fully operational into their new functions within a reasonable time-frame, HRM is working with the supervisors and the staff concerned, to identify and cost the learning needs.

Voluntary mutual separation programme (VMSP – Statistics in the Annex)

22. Three voluntary mutual separation programmes were launched since the onset of the financial constraints; in November 2011, September 2013 and March 2014. These programmes were launched with a view to offering staff who so wish the possibility to leave the Organization, provided it was considered to be in the interest of the Organization. Such departures initially allowed for the freezing of posts to support the cash flow concern; the latter initiatives allowed for the abolition or redesign of posts, in addition to increasing the number of posts available for redeployment.

23. The package offered was enhanced (based on age and/or the number of years of service), by 15%-30% in November 2011, 30%-50% in September 2013, and by 15%-25% in March 2014. A total of 131 staff accepted an offer of agreed separation through these three programmes. In addition, in April 2014, staff were given the option to opt for an agreed separation when notified of the abolition of their post, with a 50% enhancement of the termination indemnities. This offer was renewed in August 2014 for staff for whom no redeployment solution was identified. A total of 13 staff members accepted the offer. Therefore, since January 2012, a total of 144 staff left UNESCO under the voluntary mutual separation programmes.

24. From the 144 staff who took the VMSP, 52% were Headquarters staff and 48% field or category 1 institute⁵ staff. The majority were General Service staff (100), equally distributed between Headquarters and the field. Three Directors and 34 International Professional staff also departed under the programme, of whom 22 at Headquarters. In addition seven NPO (National Professional Officers) left under the VMSP.

25. In terms of profile, the majority were in support/administrative/clerical functions; 66% worked in Administration (MSS, BFM, BFC support in the field, HRM), 23% in Programme Sectors and 11% in category 1 institutes. The majority of staff who took the VMSP were women (65%). The majority (73%) were above 50 years of age; 19% were between 40 and 50, and 8% were under 40.

26. The total cost of the voluntary mutual separation programmes amounted to \$10.5 million.

⁴ Staff Rule 104.1(b) (v).

⁵ Except IIEP included at Headquarters.

Ad-hoc agreed separations

27. In addition to the 144 staff who departed under the VMSP, 33 staff members left on ad hoc agreed separations during the same period. Thus a total of 177 staff left on agreed separations during the last biennium until to date.

Impact on geographical distribution

28. From the 144 staff who left the Organization under the VMSP, 40% were nationals from Group I countries. Group III, Group Va and Group IV represented 18%, 16% and 15% respectively, while 10% were nationals from Group Vb and 1% from Group II. A total of 22 Professional staff were on geographical posts: their departure impacted the geographical representation of three countries: Brazil and Bhutan became under-represented; Bahrain became non-represented.

II. RP POSTS/UPDATE AND EVOLUTION

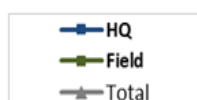
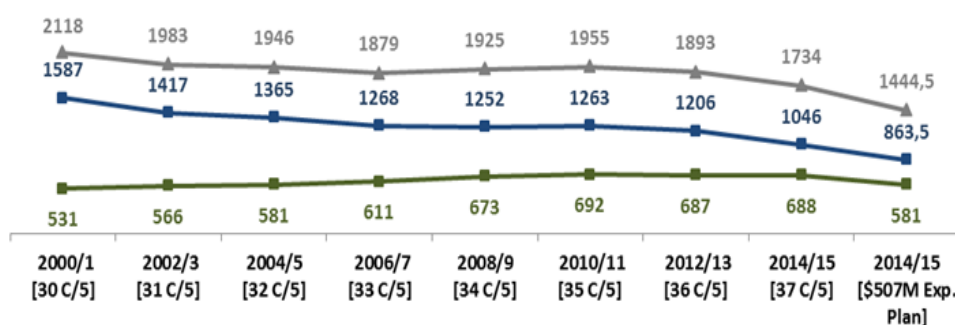
Regular Programme (RP) posts

29. Under the \$507 million expenditure plan, a total of 1,444.5 RP posts were foreseen for 2014-2015 (37 C/5 Approved, Addendum, Annex III). The number of RP posts in the system (as at 30 June 2014) exceeds this number by 73.5. The system still includes posts to be abolished, upon the redeployment of the incumbents, posts to be abolished when the incumbents retire in 2014/2015, posts in the Administrative/Executive Offices in Programme Sectors at Headquarters, pending completion of the EO/AO review and implementation and, posts where the budgetary source requires confirmation.

Evolution of RP posts from 2000 to the \$507 million expenditure plan

30. As shown in the Table 1 below, there has been a net reduction of 673 RP posts since 2000, representing close to one third of the RP posts. While there has been a reduction of more than 700 posts at Headquarters (723 posts representing 46% of Headquarters posts), the field increased by 50 posts, e.g. 9%, and attained a field/Headquarters ratio to 40/60, compared to 25/75 in 2000. The largest reduction took place over the last biennium, with a reduction of 449 posts under the \$507 million expenditure plan, representing one fourth of the Secretariat Regular Programme posts.

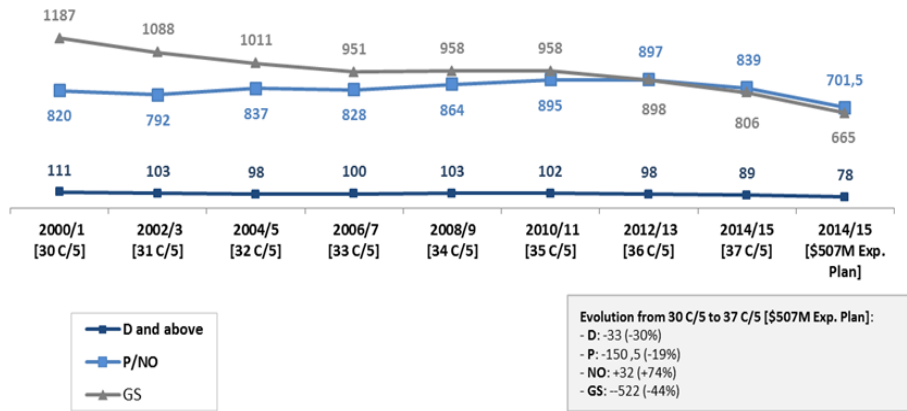
Table 1: Evolution of RP posts 2000-2015 by Headquarters/field



Evolution from 30 C/5 to 37 C/5 (\$507M Exp. Plan)
 - HQ: -723,5 (-46%)
 - Field: +50 (+9%)
 - Total UNESCO: -673,5 (-32%)

31. Table 2 shows that the General Service category is the one that has reduced the most over the years, with a reduction of more than 500 posts (522). The number of Director posts has also reduced significantly (by 30% since 2000) in total numbers. Overall, while GS posts were a majority in 2000 (56%), this is no longer the case in 2014, with Professional posts representing 49% of the total RP posts (from 39% in 2000). Director posts represent 5% of the total RP posts.

Table 2: Evolution of RP posts 2000-2014 by Category



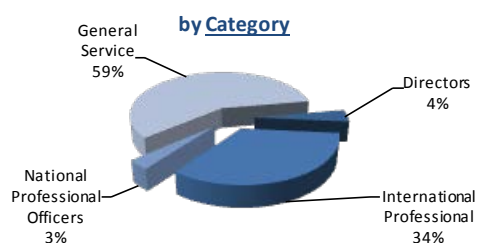
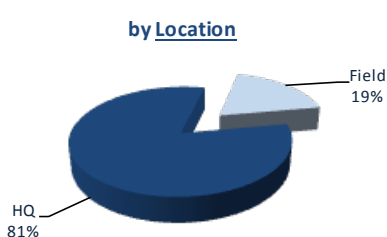
ANNEX

RP and EXB

I. OCCUPIED INTERNATIONAL, LOCAL, PROFESSIONAL AND GENERAL SERVICE POSTS ABOLITION AS AT 31 AUGUST 2014

I.1 : by Category and Location

	HQ	Field	Total
Directors	5	-	5
International Professional	37	3	40
National Professional Officers	-	4	4
General Service	54	15	69
Total	96	22	118

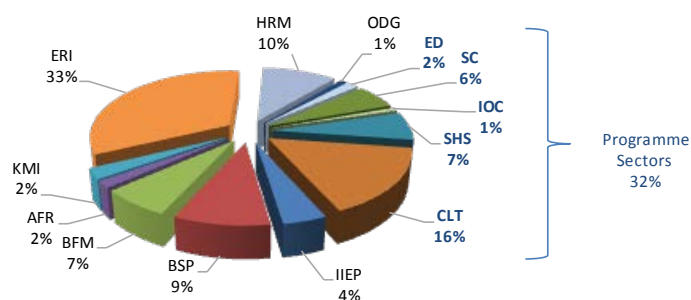


I.2 : by Location and Source

	RP	EXB	Total
HQ	89	7	96
Field	22	-	22
Total	111	7	118
<i>% by Source</i>	<i>94%</i>	<i>6%</i>	

I.3 : by Sector and Location

	Headquarters				Field				Total HQ/Field
	D	P	G	Sub Total	P	NO	G	Sub Total	
ODG	-	-	1	1	-	-	-	-	1
ED	1	-	-	1	-	1	-	1	2
SC	-	-	5	5	2	-	-	2	7
IOC	1	-	-	1	-	-	-	-	1
SHS	1	5	-	6	-	2	-	2	8
CLT	-	11	8	19	-	-	-	-	19
IIEP	-	3	2	5	-	-	-	-	5
BSP	-	-	-	-	1	1	9	11	11
BFM	-	1	1	2	-	-	6	6	8
AFR	-	2	-	2	-	-	-	-	2
KMI	-	1	2	3	-	-	-	-	3
ERI	2	14	23	39	-	-	-	-	39
HRM	-	-	12	12	-	-	-	-	12
Total	5	37	54	96	3	4	15	22	118



I.4 : Field posts approved for abolition, by Region

	P	NO	G	Total
AFRICA	-	3	4	7
ARAB STATES	1	-	3	4
ASIA & THE PACIFIC	-	1	6	7
EUROPE & NORTH AMERICA	2	-	-	2
LATIN AMERICA & THE CARIBBEAN	-	-	2	2
Total	3	4	15	22

HQs includes IIEP

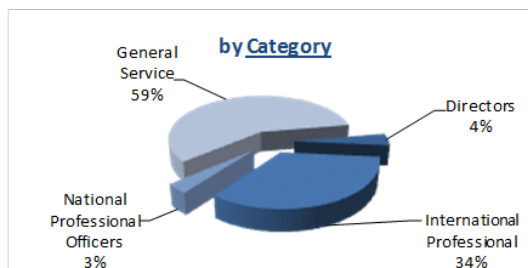
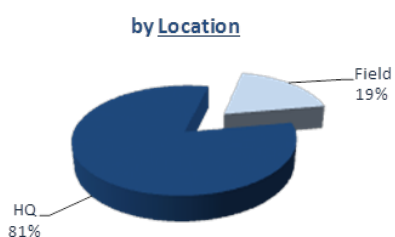
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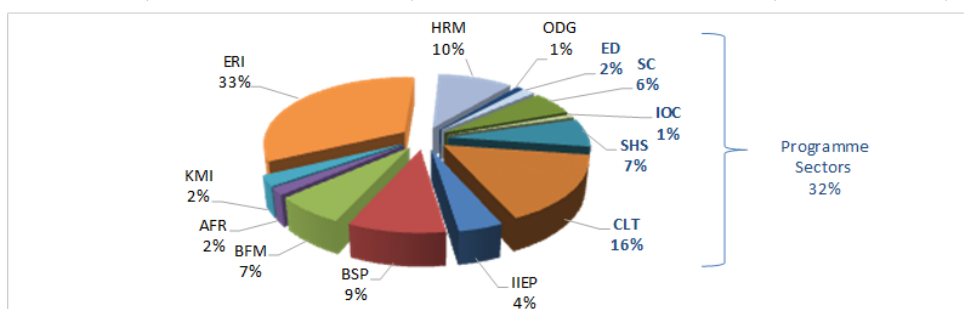


I. 2 : by Location and Source

	RP	EXB	Total
HQ	89	7	96
Field	22	-	22
Total	111	7	118
<i>% by Source</i>	94%	6%	

I. 3 : by Sector and Location

	Headquarters				Field				Total HQ/Field
	D	P	G	Sub Total	P	NO	G	Sub Total	
ODG	-	-	1	1	-	-	-	-	1
ED	1	-	-	1	-	1	-	1	2
SC	-	-	5	5	2	-	-	2	7
IOC	1	-	-	1	-	-	-	-	1
SHS	1	5	-	6	-	2	-	2	8
CLT	-	11	8	19	-	-	-	-	19
IIEP	-	3	2	5	-	-	-	-	5
BSP	-	-	-	-	1	1	9	11	11
BFM	-	1	1	2	-	-	6	6	8
AFR	-	2	-	2	-	-	-	-	2
KMI	-	1	2	3	-	-	-	-	3
ERI	2	14	23	39	-	-	-	-	39
HRM	-	-	12	12	-	-	-	-	12
Total	5	37	54	96	3	4	15	22	118



I. 4 : Field posts approved for abolition, by Region

	P	NO	G	Total
AFRICA	-	3	4	7
ARAB STATES	1	-	3	4
ASIA & THE PACIFIC	-	1	6	7
EUROPE & NORTH AMERICA	2	-	-	2
LATIN AMERICA & THE CARIBBEAN	-	-	2	2
Total	3	4	15	22

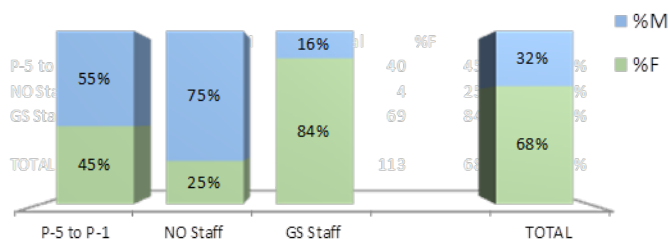
HQs includes IIEP

II. REDEPLOYMENT REVIEW

II. 1 : Staff included in the Redeployment exercise

	Staff	%
Staff redeployed	95	84%
Staff appointed competition	2	2%
Staff maintained until retirement	4	3%
Agreed separations	2	2%
Staff separated (UNSIJPF/health)	3	3%
Staff not appointed to new positions	7	6%
Total	113	100%

II. 2 : by Category and Gender

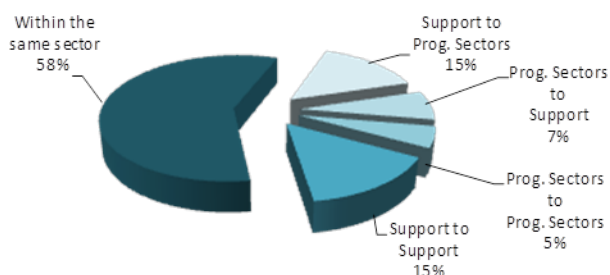


II. 3 : by Category and Type of Movement

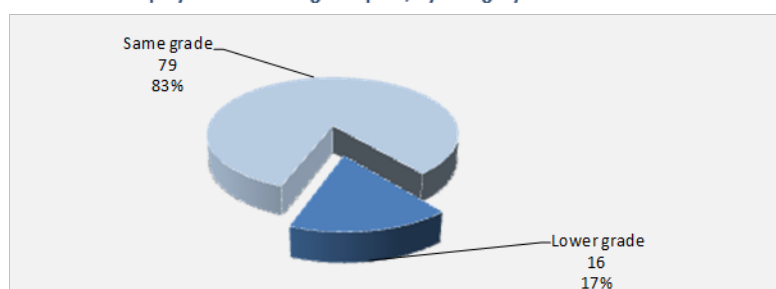
	HQ to Field	Field to HQ	Field to Field	HQ to HQ	Total	% by Category
International Professional	4	1	1	31	37	39%
National Professional Officers	-	-	2	-	2	2%
General Service	-	-	9	47	56	59%
Total	4	1	12	78	95	

II. 4 : by Category and Functional Area

	Support to Prog. Sectors	Prog. Sectors to Support	Prog. Sectors to Prog. Sectors	Support to Support	Within the same sector	Total
International Professional	5	4	1	3	24	37
National Professional Officers	1	-	1	-	-	2
General Service	8	3	3	11	31	56
Total	14	7	5	14	55	95



II. 5 : Staff redeployed to a lower grade post, by Category

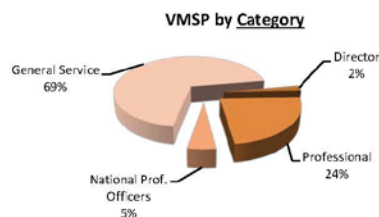
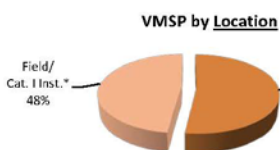


III. Voluntary Mutual Separation Programme (VMSP)

III. 1 : Staff who requested and accepted a VMSP

	November 2011			September 2013			March 2014			April / July / August 2014			Total	Ad hoc agreed separations (See para. 27)		
	HQ	Field/ Cat. I Inst.*	Total	HQ	Field/ Cat. I Inst.*	Total	HQ	Field/ Cat. I Inst.*	Total	HQ	Field/ Cat. I Inst.*	Total		HQ	Field/ Cat. I Inst.*	Total
Director	1	-	1	1	-	1	1	-	1	-	-	-	3	1	-	1
Professional	7	2	9	10	10	20	3	1	4	1	-	1	34	11	2	13
International staff	8	2	10	11	10	21	4	1	5	1	-	1	37	12	2	14
National Prof. Officers	-	1	1	-	4	4	-	-	-	-	2	2	7	-	6	6
General Service	19	15	34	25	24	49	3	4	7	4	6	10	100	8	5	13
Local staff	19	16	35	25	28	53	3	4	7	4	8	12	107	8	11	19
Total	27	18	45	36	38	74	7	5	12	5	8	13	144	20	13	33

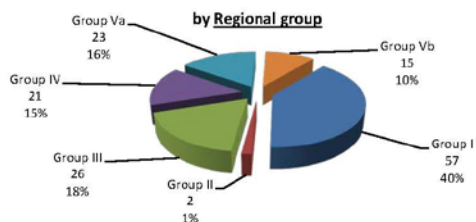
* Except IIEP included at HQ



III.2 : VMSP, by Category and Gender

	Dir.	Prof.	NO	GS	Total
Female	2	22	5	64	93
%F	67%	65%	71%	64%	65%
Male	1	12	2	36	51
%M	33%	35%	29%	36%	35%
Total	3	34	7	100	144

III. 3 : Staff who requested and accepted a VMSP, by regional group



III. 4 : VMSP impact on geographical representation (international professional on geographical posts only)

	Nov. 2011	Sept. 2013	March 2014	Apr. / July / Aug 2014	Total VMSP	%	Total Staff on Geo posts	%
Group I	3	2	-	-	5	23%	238	38%
Group II	-	-	-	-	0	0%	57	9%
Group III	3	2	-	-	5	23%	60	10%
Group IV	1	2	-	-	3	13.5%	118	19%
Group Va	1	1	-	1	3	13.5%	97	16%
Group Vb	-	4	2	-	6	27%	48	8%
Total	8	11	2	1	22	100%	618	100%