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Educational, Scientific and  
Cultural Organization

# Executive Board

Hundred and ninety-sixth session

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English & French only

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**

Further to the Preparatory Group report (195 EX/PG.INF), this document provides updated information and statistics to the Executive Board on vacant posts and the vacancy rate, as well as on the follow-up to the redeployment exercise. It also provides an update on recruitments, and on the evolution of posts in the Secretariat.

This report is presented to the Executive Board for information.

## 1. Information on vacant posts and the vacancy rate

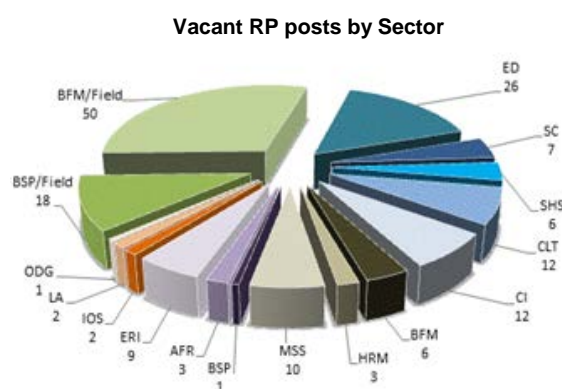
1. The number of vacant posts funded by the Regular Programme (RP) as at 31 December 2014 is 168. This represents a vacancy rate of 11% (this rate is calculated on the basis of the number of vacant posts versus the total number of posts at one point in time). As at 28 February 2015, the number of vacant posts has decreased to 160.<sup>1</sup> It should be noted that there is often a time lag between the filling of a post and its administrative reflection in the HR IS system. Therefore, in actual numbers (appointment decisions), the number of vacant posts has reduced to 132. HRM has put in place a dashboard with a view to closely monitoring the vacancy rate and to follow up on recruitments.

2. From the 168 vacant posts in December 2014, 51 are at Headquarters, and 117 in the field. The majority are in Field Management<sup>2</sup> (68) and in Programme Sectors (63). There are 19 vacant posts in Corporate Services<sup>3</sup> (of which 10 in MSS), 13 in Programme Support Services<sup>4</sup> and five in General Policy and Direction<sup>5</sup> (Table 1).

3. From the 117 vacant posts in the field, the majority are local field posts (72 GS/NPO); 41 are Professional posts and four are Director posts. At Headquarters, the majority of vacant posts are Professional posts (34), followed by General Service posts (12).

**Table 1: Vacant RP posts as at 31 December 2014**

	HQ	Field	Total
D & above	5	4	9
Int. Prof.	34	41	75
NO/GS	12	72	84
<b>Total</b>	<b>51</b>	<b>117</b>	<b>168</b>



4. Since the completion of the redeployment exercise, over the six months period between July and December 2014, 70 RP posts were filled, the majority in the field (53 posts), and 17 at Headquarters. From these 70 posts, 36 were Professional posts of which 29 in the field (including six NPOs). In addition, nine Director posts and 25 General Service posts were filled, of which 22 in the field.

5. The majority of posts (53%) were filled internally. Forty-seven percent (47%) were filled externally. During the same period, 77 additional posts became vacant (36 at Headquarters and 41 in the field) through retirements, separations, and internal appointments. The vacancy rate remained stable (11%) since July 2014. This may be explained by the fact that the majority of vacant posts are filled internally, thereby generating new vacancies. At the same time, the number of external appointments (33), and the ensuing renewal rate (external appointments vs. separations) of 85% are not sufficient to contribute to a reduction of the vacancy rate (Table 2).

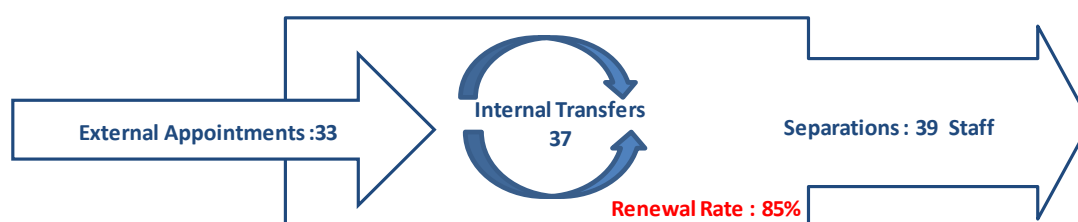
<sup>1</sup> Excluding the field local posts (GS/NO) funded by the Emergency funds until end December 2015 and considered temporary for administrative purposes.

<sup>2</sup> Field Management cover BFM and BSP field posts

<sup>3</sup> Corporate Services include : HRM, MSS and BFM/HQs

<sup>4</sup> Programmes Support Services include : AFR, ERI and BSP/HQ

<sup>5</sup> General Policy and Direction include : DIG, ODG, GBS, IOS, LA and ETH.

**Table 2 : Movements of staff on RP Posts between 1 July and 31 December 2014**

## 2. Information on appointments and separations

### Appointments in 2014 (RP and EB posts)

6. In 2014, there were 118 appointments to posts,<sup>6</sup> of which 47 external (40%). From these 118 appointments, 28 were to Headquarters posts, 84 to field posts and six to category 1 institutes posts. In the field, 26 appointments were made to posts in field offices in Africa, 18 in Latin America and the Caribbean, 13 in the Arab States, 26 in Asia and the Pacific and one in Europe. From the total of 118 appointments, 23 were to Director posts, 61 to Professional posts (of which 39 P posts in the field and seven NPOs) and 34 to GS posts (of which 29 GS posts in the field).

7. From the 47 external appointments, 10 were to geographical posts; of which five from Group I, followed by Group II and Va (two appointments respectively) and one external appointment from Group IV (Table 3).

**Table 3: External appointments in 2014, by regional group**

	External Appointments on D/P geographical posts [P posts only]	External Appointments on non-geographical posts (NPOs, GS, P/D non-geographical posts) [RP/EXB posts]
Group I	5 (50%)	7 (15%)
Group II	-	1 (2%)
Group III	2 (20%)	8 (17%)
Group IV	1 (10%)	18 (38%)
Group Va	2 (20%)	8 (17%)
Group Vb	-	5 (11%)
<b>Total</b>	<b>10</b>	<b>47</b>

### Separations in 2014 (RP and EB Posts)

8. In 2014, 149 staff were separated from the Organization (114 on RP posts), of which 54 (36%) through retirements, and 67<sup>7</sup> through agreed separations.

<sup>6</sup> Excluding movements implemented in the context of the redeployment.

<sup>7</sup> Including Voluntary Mutual Separation Programmes.

9. Since 2012, a total of 490 (375 on RP posts) staff separated from the Organization, including 181 (37%) through retirements and 177 (36%) through agreed separations. The 177 staff who left on agreed separations include 144 staff who left under the three Voluntary Mutual Separation Programmes implemented since end 2011, and 33 staff who left on ad hoc agreed separations during the same period.

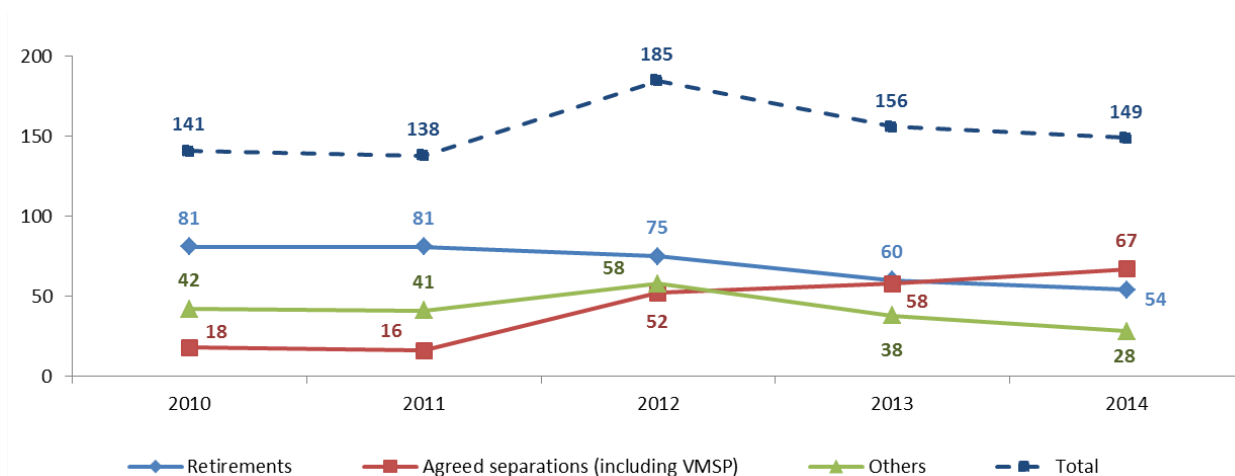
10. From the 177 staff who left on agreed separations, 68 (38%) were nationals from Group I countries. Thirty-seven from Group III, 27 from Group Va and 26 Group IV, 17 from Group Vb and two from Group II. The geographical representation of nine countries was impacted: six countries becoming under-represented: Bhutan, Brazil, Kyrgyzstan, Portugal, Sudan and Sweden; two countries non-represented: Cabo Verde and Bahrain; while Congo became normally represented.

11. The majority of the staff who left on agreed separations were Headquarters staff (53% at Headquarters, 38% in the field and 9% in institutes [Category 1]), and General Service staff (51% at Headquarters, 39% in the field and 10% in category 1 institutes), four Directors and 47 P staff also left, of whom 35 at Headquarters. In terms of profiles, the majority of staff who left were in support/clerical functions: (113, 64%) worked in Administration (MSS, BFM, BFC support in the field, HRM, AFR, ERI, ODG), 27% worked in Programme Sectors and 9% in category 1 institutes. The majority were women, and above 50 years of age.

### Separations since 2010

12. On average, since 2010, 150 staff per year leave the Organization (see Table 4 below). The increase in 2012/13 is a reflection of the Voluntary Mutual Separation Programmes.

**Table 4: Evolution of separations since 2010**



### 3. Information on the follow up to the redeployment exercise

13. In October 2014, the Secretariat provided a comprehensive report on the redeployment exercise to the Executive Board ([195 EX/5.INF.4](#)). The key figures are as follows:

- 95 staff were redeployed of whom 82 Headquarters staff (including IIEP) and 13 field staff;
- From the 95 staff, 37 were International Professional staff (P), two were NPOs and 56 were General Service staff;

- 40 staff were redeployed to another Sector/Bureau; the largest group concerned are from ERI; CLT received the highest number of staff from other Sectors;
- 4 staff were redeployed from Headquarters to the field and one from the field to Headquarters; all other redeployments within Headquarters or within the field;
- 79 staff were transferred at the same grade; 16 at a lower grade;
- A solution was found for 11 staff members (appointment through competition, agreed separation, post maintained until retirement at the latest June 2016 (four staff))
- A total of seven staff members for whom a solution could not be identified were separated, of whom one International Professional staff in the field and six locally recruited staff: one NPO and five General Service staff.

14. The redeployment exercise in itself did not impact the geographical representation as only one staff member on a geographical post was separated.

### **Support measures: training**

15. With a view to ensuring that staff become fully operational in their new functions, HRM has been following up with the staff members and supervisors to ensure a proper integration in the new work environment and job responsibilities. All staff members redeployed and their new supervisors were contacted in person, either by phone or by email, with a view to ascertain training and development needs, and agree on the action required to address these needs. Actions envisaged could include internal coaching, on the job training, internal training on IT/administrative tools or language, and in some cases external training. Among the staff who were redeployed, the target groups differed, and priority was given to staff members who have been transferred to another sector or to a new post with different functions.

16. The following actions were put in place: internal coaching/guidance was provided by colleagues and supervisors to the 24 staff redeployed in the same functions in another Sector; the staff redeployed were mostly General Service Staff carrying support/assistant functions. In the case of the nine staff who were redeployed to another position (same or different Sector) with different functions, the support staff required learning in a new administrative IT tool, or in new financial or administrative procedures, while for Professional staff the needs were in management and coordination in a new area. All received on the job and in-house training which ensured a smooth integration and adaptation. In the case of the five staff redeployed in another Sector and with different expertise, specialized short training programmes will be put in place to ensure a rapid upgrade of their skills. In-house, on-the-job training was at no cost, but external training requires funding. The total budget estimated for external training is \$37,525 for which the approval of the Executive Board is sought for funding in 196 EX/4 Part II, as a transfer from Part V to HRM.

## **4. Information on the evolution of posts**

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### **Staff/Posts evolution (RP/EB)**

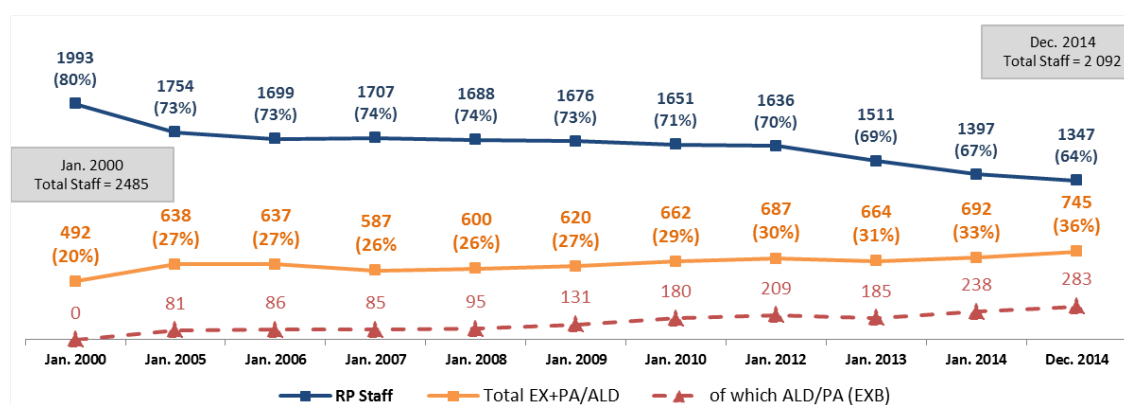
17. As at 31 December 2014, the number of staff on fixed-term appointments, funded by the Regular Programme was 1,347; in addition 745 staff were on posts funded by extrabudgetary sources making a total of 2,092 staff on fixed-term appointments (Table 5). Staff on extrabudgetary funded posts are in majority in category 1 institutes (359, e.g. 48%), followed by Headquarters (34%) and the field (18%). Since 2010 (Table 5), the number of staff on RP posts has decreased by 18%, while staff on extrabudgetary funded posts has increased by 13%. The total staff reduced by 10%.

**Table 5: Evolution of Staff and Posts (RP/EX) (2010-2014)**

	1 Jan. 2010	1 Jan. 2012	1 Jan. 2014	31 Dec. 2014	Evolution since 2010
FXT Staff on RP posts*	1651	1636	1397	1347	-18%
RP Posts (C/5)	1955	1893	1444,5	1505	-23%
Total EX staff	662	687	692	745	13%
Total Staff	2313	2323	2089	2092	-10%

\* RP Staff: Indeterminate/Fixed-term appointments; EX Staff: Fixed Term appointments, including Project Appointments, Junior Professional Officers, Secondments (also include ALD prior to 2014).

18. Since 2000, as shown in Table 6 below, the trend has been towards a decrease of staff on posts funded by the Regular Programme (by 32%) and an increase of staff on extrabudgetary funded posts (from 20% to 36% of all fixed-term staff).

**Table 6: Evolution of RP staff and EX Staff (2000-2014)**

### Regular Programme (RP) posts as at 31 December 2014

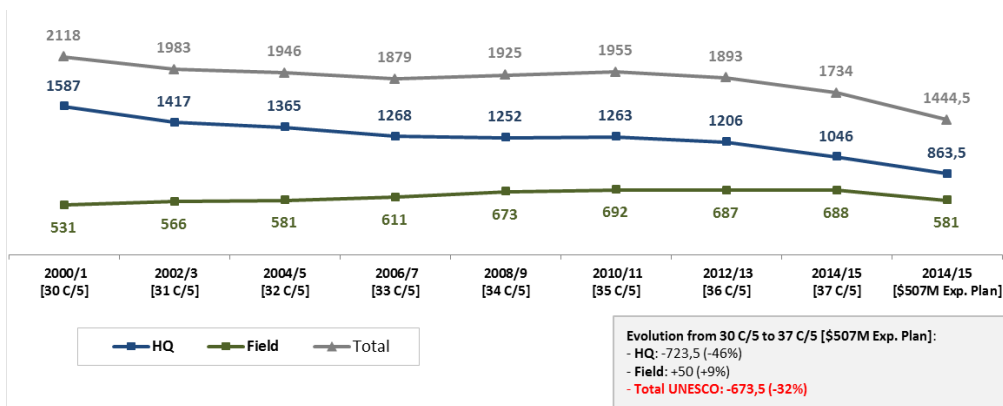
19. Under the \$507 million expenditure plan, a total of 1,444.5 RP posts were foreseen for 2014-2015 (37 C/5 Approved, Addendum, Annex III). As at 31 December 2014, there are 1,505 posts, thus 60.5 posts above the figure of 1,444.5 posts. This can be explained by the postponement of the abolition of some posts until the retirement of the incumbents in 2015/2016 and pending the completion and implementation of the Administrative/Executive Office review in Programme Sectors at Headquarters. Furthermore, in the course of a biennium, the total number of posts is bound to slightly fluctuate, as the situation may evolve, which result in some changes to the staff establishment (abolitions, creations, downgrading, upgrading, etc.) within the approved staff costs envelope.

### Evolution of RP posts since 2000

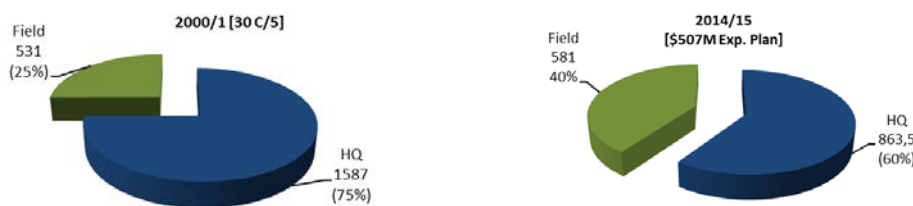
20. There has been a **net reduction of 673.5 RP posts** since 2000, representing 32% of the total RP posts (Table 7). The reduction **mostly affected Headquarters** with 723.5 posts less (46% of Headquarters posts); the field increased by 50 posts, e.g. 9%. The **ratio of posts field/Headquarters improved sharply** over this period, from 25/75 in 2000 to 40/60 in 2014/15 (Table 8).

21. The last biennium saw the most important reduction of posts, with a reduction of 448.5 RP posts since 2012 under the \$507 million expenditure plan, representing a **net reduction of one fourth** of the Secretariat Regular Programme posts between 2012 and 2014.

**Table 7: Evolution of RP posts 2000-2015 by Headquarters/field**

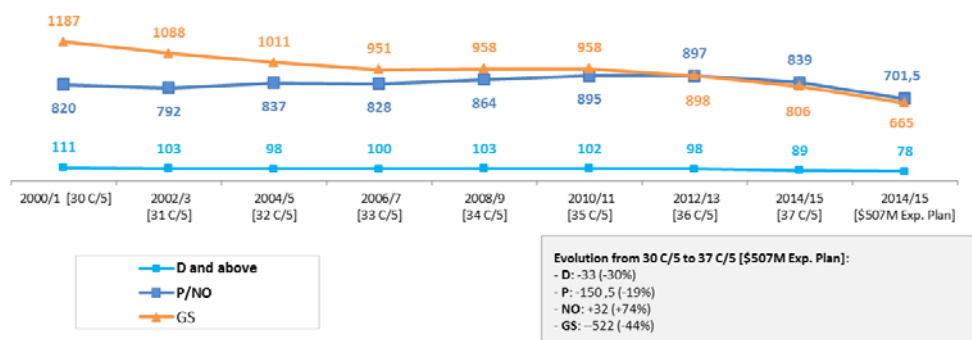


**Table 8: Comparison of RP Posts 2000/1 and 2014/15 by Headquarters/field**

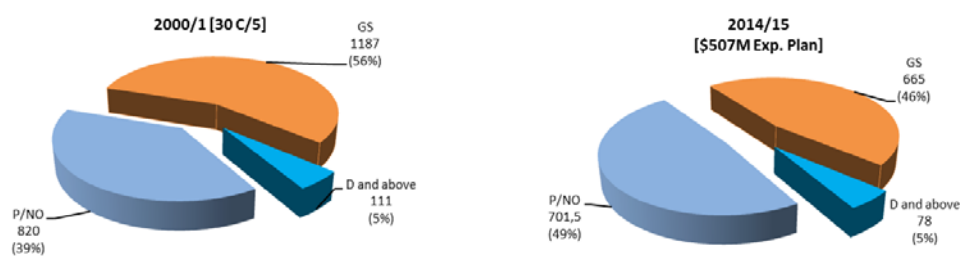


22. The **General Service category** is the one that has **reduced the most** over the years, with a reduction of **more than 500 posts** (522). The number of Director posts has also reduced significantly (by 30% since 2000) in total numbers. Overall, while GS posts were a majority in 2000 (56%), this is no longer the case in 2014 (46%). The Professional category has increased from 39% in 2000 to 49% of the total RP posts in 2014. Director posts represent 5% of the total RP posts (Table 9 and Table 10). The ratio of 1.1 GS post to 0.9 P/NO post has been reached.

**Table 9: Evolution of RP posts 2000-2015 by category**

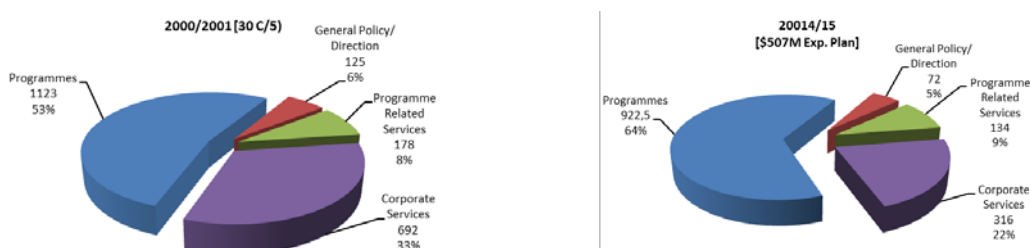


**Table 10: Comparison of RP Posts 2000/1 and 2014/15 by category**



23. Under the \$507 million expenditure plan, the distribution of RP posts is as follows: 64% in Programmes<sup>8</sup> (40% in Programme Sectors and 24% in field management), 5% in the General Policy and Direction,<sup>9</sup> 9% in Programme Support Services,<sup>10</sup> and 22% Corporate Services.<sup>11</sup> The evolution since 2000 shows a decrease of posts in Corporate services (33% in 2000 vs 22% in 2014) in favour of the Programmes (53% in 2000 vs 64% in 2014) (Table 11).

**Table 11: Distribution of RP posts between 2000/1 and 2014/15 by functional area**



<sup>8</sup> Programmes include : ED, SC, SHS, CLT, CI and Field management (BFM/Field and BSP/Field).  
<sup>9</sup> General Policy and Direction include : DIG, ODG, GBS, IOS, LA and ETH.  
<sup>10</sup> Programmes Support Services include : AFR, ERI and BSP/HQ.  
<sup>11</sup> Corporate Services includes: HRM, MSS and BFM/HQ.