



United Nations  
Educational, Scientific and  
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Organisation  
des Nations Unies  
pour l'éducation,  
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 - 31 December 2008)

### Human resources management

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

Paragraph 13004

#### III.C – Human resources management

<b>Regular budget: Activities</b> (rounded to \$ thousand)	
<b>Planned: \$16 881</b>	<b>Actual: \$7 464</b>

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
<p>Second phase of the medium- and long-term staffing strategy completed and implemented.</p>	<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. Overall completion rate as at 31/10/2008: HQ= 56% of supervisors/managers; FLD = 72%.</li> <li>• Training for Field Staff with 2 AO workshops in May (Jamaica) and October (Ghana) 2008</li> <li>• Review &amp; analysis of current contractual arrangements carried out in 2008 with Focus Group (comprising senior level representatives, ADGs/DIRs, EOs, AOs, some Field staff and staff representatives) to align better with ICSC contractual framework. Proposals being developed for consultation with management &amp; ACPP.</li> <li>• Review of NPOs covering the definition of core functions, identification &amp; development of generic profiles and competencies, review of current recruitment practices to bring in line with other UN Agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation being undertaken by IOS</li> <li>• Review will take some 6 months to complete</li> </ul>	<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 levels, achieved.</p>	<ul style="list-style-type: none"> <li>• Mechanisms in place for timely launch of recruitment of posts vacated due to retirement of incumbent: recruitment process to start at least 6 months before retirement date of incumbent.</li> <li>• Gender Action Plan setting a 50% target of women at senior level by 2015 prepared and</li> </ul>				

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	submitted to the Board consideration.				
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. Consultation process with ACPP completed. Proposals presented to DG for his approval. This revised policy will be submitted to 181st Ex. Board. HRM has also developed a proposal on short-term assignments. Consultations on proposals underway.</li> </ul>		A cost-analysis was submitted with the proposals.		
Harmonization of human resources policy framework with United Nations common framework.	<ul style="list-style-type: none"> <li>• New contractual arrangements for Consultants &amp; Individual Contractors issued in July 2008, with clear guidelines on selection, contracting &amp; evaluation process.</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.</li> </ul>	<ul style="list-style-type: none"> <li>• Cases of abuses of consultant &amp; fee contracts addressed by providing clear guidelines &amp; procedures on contracting individuals.</li> </ul>			
Second phase of the Human Resource Information Management System (STEPS) developed and implemented.	<ul style="list-style-type: none"> <li>• Payroll Operations &amp; Personnel Administration (Phase I) now operational.</li> <li>• Completion &amp; stabilization of Phase I. Gradual introduction of new system functionalities with key workflows &amp; self-services will continue in 2009 after technical upgrade of STEPS completed;</li> <li>• Implementation of Phase II of STEPS is subject to availability of funding.</li> </ul>				
Learning and development policy implemented.	<ul style="list-style-type: none"> <li>• Corporate training plan developed and implementation under way;</li> <li>• Induction Programme (comprising individual briefings, institutional training and CD-ROM) developed &amp; implemented in 2008 for new recruits. 3 training courses organized in field</li> </ul>				

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	<p>locations (Hanoi, Brazzaville &amp; Quito).</p> <ul style="list-style-type: none"> <li>• As part of Gender Action Plan, HRM launched a survey aimed at P3 to P5 female staff to assist us 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. Training programme has been developed end of 2008.</li> <li>• 350 enrolments for language courses;</li> </ul>				
Ethics programme implemented.	<ul style="list-style-type: none"> <li>• Ethics Officer post (P5) was advertised externally in July 2008 for 2 months. DG selected a candidate in January 2009 and we are waiting her acceptance.</li> </ul>				