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

GEOGRAPHICAL DISTRIBUTION AND GENDER BALANCE OF THE STAFF OF THE SECRETARIAT

SUMMARY

This information document complements document 190 EX/5 Part IV.

ANNEX I

ACTION PLAN FOR THE IMPROVEMENT OF THE GEOGRAPHICAL DISTRIBUTION IN THE SECRETARIAT (2010-2015) STATUS AS AT 1 JUNE 2012

Measures to implement the strategy	Time frame	Status as at 1 June 2012
Expected results: Increase the number of <u>normally represented countries</u> to achieve a more balanced geographical distribution		
Measure 1 Recruit 10 Young Professionals each biennium from under- and non-represented countries.	End of biennium (2011)	Implemented. Recruitment campaign completed by August 2011. As a result, 11 YP were hired (four from under-represented countries and seven from non-represented).
Measure 2 Organize 2 recruitment workshops in targeted non- and under-represented countries to increase the number of candidates applying for UNESCO posts.	Each biennium	Given recruitment freeze, implementation has slowed down
Expected results: Increase the <u>number of candidates</u> from non- and under-represented countries in under-represented groups		
Measure 1 Establish special measures with Permanent Delegations from Groups III (GRULAC) and IV (ASPAC) to: <ul style="list-style-type: none"> Identify and implement <u>specific proactive measures with Permanent Delegations</u> from the two under-represented regional groups such as make a collaborative effort with the concerned Member States to advertise the vacancy announcements in professional publications, magazines and on specialized websites in order to attract qualified candidates; Organize Information Forums with the <u>National Commissions</u> to reinforce their role through the training of its staff, in order to promote UNESCO, and provide information on its career opportunities and recruitment policies. 	To be determined in cooperation with Permanent Delegations and National Commissions.	Meetings have taken place with GRULAC and ASPAC; relevant sources of publication (magazines, websites) have been identified.
MEASURES ALREADY IMPLEMENTED ON AN ONGOING BASIS		
Expected results: Increase the number of <u>normally represented countries</u> to achieve a more balanced Geographical Distribution		
Measure 1 Assess situation in each Sector/Bureau based on data/profiles; set objectives based on expected vacancies; set up monitoring and reporting mechanisms.		Situation is assessed at global level and global trends are monitored.
Measure 2 Raise geographical distribution awareness in induction and training courses for managers.		Geographical distribution is included in the induction training for new recruits at managerial level and the briefings for senior managers.
Expected results: Achieve a better balance among regional groups at D-1 and above level posts		
Measure 1 Advertise externally all D- and above level posts to increase the pool of candidates from non- and under-represented countries at senior positions, particularly considering the impact of upcoming retirements over the next 5 years. Establish specific objectives for D-level and above posts with each Sector/Bureau based on the forecasted vacancy rate.		All Director posts are advertised externally for two months. Objectives are being set at global level, and trends in regional groups are monitored on an ongoing basis; shortlists of D posts include, to the extent possible, candidates from non- or under-represented countries.
Measure 2 Participate in all Evaluation Panels for D and above posts to ensure that due consideration is given to candidates from non- and under-represented countries.		HRM participates in all Panels for Director posts.
Measure 3 Request Heads of Office to disseminate UNESCO vacancy announcements to other United Nations agencies and relevant local ministries.		Implemented on an ongoing basis.
Increase the <u>number of candidates</u> from non- and under-represented countries in under-represented groups		
Measure 1 Include in each recruitment process at least one candidate from non- or under-represented countries in the shortlist for appointment to Professional posts.		Implemented on an ongoing basis.

ANNEX II

UNESCO's Action Plan for Gender Parity (2008-2015)¹
Status as at 1 June 2012

RECRUITMENT: Expected results: A 50% rate is achieved at Director level by 2015.		
Expected Results	Measures to implement the strategy	Results achieved
A 50% rate is achieved at Director level by 2015	Assessment of the situation	
	Measure 1 Assess situation in each Sector/Bureau based on data/profiles and set objectives with each Sector/Bureau based on expected vacancy rate.	Recruitment objectives for the period 2008-2015 have been established with the following Sectors/Bureaux: ED, CLT, CI, SC, SHS, ERC and BFC. The Sector's/Bureau's performance against objectives are being monitored by HRM on a biannual basis.
	Increase the number of women candidates	
	Measure 2 Increase the number of female P-5 staff by applying a hiring ratio of 1 to 1 appointments.	Sectors/Bureaux have been instructed that to achieve gender parity by 2015 at P-5 level in the Organization, one out of every two P-5 posts should be filled by a woman. Objectives have been set in line with different sectors' staffing situations. Since May 2008, 23 women were appointed to P-5 posts from a total of 69, representing a hiring ratio of 33%. Since January 2010, 13 women were appointed to P-5 posts, from a total of 41, representing a hiring ratio of 32%. HRM monitors progress on a regular basis.
	Hire more women to Director posts	
	Measure 3 Apply a hiring ratio of three women: two men for Director posts.	Sectors/Bureaux have been instructed that to achieve gender parity at D-1 and above levels in the Organization by 2015, three out of five posts (or 60%) need to be filled by women. Objectives have been set in line with different sectors' staffing situations. Since May 2008, 22 women were appointed to D-1 and above levels from a total of 67, representing a hiring ratio of 33%. Since January 2010, 11 women were appointed to D-1 and above levels, from a total of 37, representing a hiring ratio of 30%. HRM monitors progress on a regular basis.
MEASURES IMPLEMENTED ON AN ONGOING BASIS		
RECRUITMENT: Expected results: A 50% rate is achieved at Director level by 2015.		
Measures to implement the strategy	Results achieved	
Assessment of the situation. Set up monitoring and reporting mechanisms. Modify the statement in vacancy notices encouraging qualified women to apply for advertised posts. Increase the number of women candidates. Advertise Director and above posts through women's professional associations/networks. Achieve gender-balanced selection panels (for P-5, Directors and above posts). Increasing the number of women selected for Director posts Implement requirement that shortlists for Director and above posts include at least two qualified women candidates.	Vacancy notices include a statement encouraging qualified women to apply for advertised posts. HRM is sending vacancy announcements for P-5 and above posts to professional associations and networks on a regular basis for their further dissemination. Almost 20 professional associations and networks disseminate UNESCO's vacancy notices. Gender parity achieved in evaluation panels. This is monitored by HRM. Sectors/Bureaux have been instructed to include at least two qualified women candidates on shortlists for Director and above posts. This is being monitored by HRM on a regular basis.	

¹ The Gender Action Plan was presented at the 179th session of the Executive Board (April 2008). The full text is available in 179 EX/5 Part I (VI).

TRAINING AND MENTORING: Expected results: Women's career development enhanced through dedicated learning initiatives.	
<p>Leadership programmes Develop and implement a Management Programme for P-4/P-5 women staff, including a coaching programme.</p> <p>Informal networks Support the setting up of informal networks of senior women staff; Setting up of horizontal (mutual support) and vertical (mentoring) networks.</p> <p>Mainstreaming gender issues in training Raise gender-awareness in induction training courses; Inclusion of gender in institutional training module. Include gender-awareness in the LCMP (Leadership and Change Management Programme).</p>	<p>The Leadership and Management skills programme has been suspended due to financial constraints.</p> <p>A Gender Focal Points Network Training & Orientation was organized by the Division for Gender Equality in November 2011. This training aimed at providing a deeper understanding of Gender Equality issues, sharing methodologies and tools as well as establishing networks among Gender focal points within the Organization.</p>
RETENTION AND WORK/LIFE BALANCE: Expected: Work/life balance measures in place to facilitate professional growth and development.	
<p>Support United Nations-wide initiatives on <u>spouse employment</u>, by participating in the LESA (Local Employment Spouse Association) France, set up by OECD/ESA.</p> <p>Create LESA France website; and contribute financially to the spouse employment programmes including those in the field.</p> <p>Conduct exit interviews with P-5 and above women staff who leave UNESCO.</p>	<p>HRM created content for the LESA-France website and shared lessons learned, which led to the creation of templates (and more streamlined data collection for country sites).</p> <p>Through 2010, HRM participated actively in the Steering Committee and on a Special Initiative Committee regarding the creation of the Global Expatriate Spouse Association (GESA). Exit interviews with all P-5 and above women (other than retirement) are systematically undertaken by Deputy Director ai in HRM.</p>
OTHER MEASURES: Gender balance in joint staff management committees with personnel matters.	
<p>Ensure gender parity in the members designated by the Director-General for committees dealing with personnel matters (such as ACPP, PABs).</p>	<p>Gender balance is ensured in the membership of such committees.</p>