

Note by the Secretary-General

IMPLEMENTATION OF THE HUMAN RESOURCES STRATEGIC PLAN AND OF RESOLUTION 48 (REV. GUADALAJARA 2010)

Summary

As requested by Resolution 48 on HR management and development, a report is submitted annually in order to inform of achievements, progress made regarding the implementation of the Human Resources Strategic Plan and of Resolution 48 (Rev. Guadalajara 2010).

Action required

This report is transmitted to the Council **for information**.

Reference

[Resolution 48 \(Rev. Guadalajara, 2010\)](#); Staff Regulations and Staff Rules;
[Annex 1 to Document CWG-FRHRM3-6](#).

1. Administrative procedures continued to be streamlined to improve client satisfaction in e-recruitment and the implementation of the Employees Self Service (ESS) and implementation of the e-Reporting system extracting from the Enterprise Resource Planning (ERP) Systems and -SAP through the Business Intelligence (BI) module.

2. Human Resources Administration

2.1 The Human Resources Administration Division (HRAD) within the framework of the modernization of HR functions, led the digitation project for the staff personal file, e-File - a virtual folder comparable to that which exists in hard copy, by extracting data from SAP-ERP-HCM integrated system. This project will be in production end of 1st quarter of 2014.

2.2 The HRAD continued to organize briefing sessions for New Recruits and ITU interns. The [Human Resources Practical Guide](#) was improved. For interns a New Guide was implemented and diffused.

2.3 Several presentations of ITU internship requirements were made within the career events framework organized by high standard universities. The Internship Programme was revised to reflect new internship needs.

2.4 Within the project of HRAD Global Review, a new business model was put in place to improve provision of effective and efficient services.

3. Pension, Insurance, Compensation and Medical Issues

3.1 The Pension, Insurance, Compensation and Medical Issues Service (PICMI) team is participating in the modernization of UNJSPF. PICMI is part of an initiative to develop interfaces between ITU's ERP and Pension Fund systems for more efficient transfer of data.

3.2 Regarding the provision of medical insurance, following a request from the ILO to review the financial foundation of the joint ILO/ITU Staff Health Insurance Scheme, the decision to withdraw from that scheme has been confirmed. A Working Group constituted of officials of the HRM, FRM and LAU departments, as well as the elected representative of the ITU insured, is working on the implementation of a new medical plan, as an alternative to the ILO/ITU Staff Health insurance Scheme. The working group is also reviewing the current arrangements, with the objective of identifying and implementing a plan that allows for proactive cost management while fulfilling the overall social responsibility of the ITU toward active and retired staff. A communication plan has been prepared which includes presentations to staff and retired officials of ITU. A comprehensive report is submitted to Council for information.

3.3 Concerning pension matters, the ITU Staff Pension Secretariat, in conjunction with the UNJSPF Geneva Office, is rationalizing processes by introducing interfaces between ITU ERP and the Pension Fund. Members of the ITU Staff Pension Committee attended the 2013 session of the Pension Board which mainly dealt with budget and actuarial matters. In addition, the conclusions and recommendations of the Working Group on the Pension Fund's long-term sustainability were analysed by the Pension Board and approved and incorporated into the 2014-2015 proposed budget estimates. Although current actuarial deficit did not warrant any other immediate action, it was deemed imperative that no additional funding or administrative burdens be placed on the Pension Fund to jeopardize its long-term solvency or ability to deliver accurate and timely benefit payments.

3.4 PICMI initiated a major review of other staff insurances including the Staff Injury and Illness Benefit Insurance for relevance and ability to meet the changing needs of the ITU.

3.5 As part of its occupational health activities, the Medical Service organized on-site information sessions on stress management. It continued to monitor serious medical cases and collaborated with HRMD to encourage and facilitate return to work when feasible.

3.6 ITU has adapted its Staff Regulations to reflect [UN Resolution 67/240](#), adopted by the UN Assembly in December 2012. The resolution authorizes the United Nations Joint Staff Pension Board to increase the age of retirement from 62 to 65 for staff recruited after 1 January 2014. Through [Decision 579](#), ITU Council 2013 approved the principle of such an increase. The mandatory age of retirement applicable to staff members appointed before 1 January 1990 and to those appointed between 1 January 1990 and 31 December 2013 remains unchanged (60 or 62 respectively).

4. Human Resources Planning and Policies

4.1 The HR Planning and Policies Division (HRPPD) continued to provide services in recruitment, structure management and job classification, training, HR policies and legal matters. It provided advice during global reviews of Services and Divisions making recommendations on the best structures, functions and responsibilities required.

4.2 Recruitment

A new [external webpage](#) covering recruitment issues was developed, containing video images and profiles of current staff highlighting the work and mission of the organization, with a view to attracting high quality candidates. The use of social media networks to attract candidates to ITU's vacancy notices was tested.

4.3 Performance appraisal and Competency Framework

The initial approach to the new performance appraisal, defined in 2011, was revised in collaboration with ISD in order to better align with the ITU's overall ERP system strategy. New options which are inherently compatible with SAP were examined to define the best cost/benefit solution based on combined HR and ISD long-term needs.

A new ITU Competency Framework was developed, which includes ITU core competencies and has been aligned with the Gender SWAP guidelines. It will serve as a base for personal and career development, performance management, and recruitment and selection.

4.4 Development and Training Activities

The Human Resources training function continued to work with managers and staff to identify skills gaps and support the strengthening of staff capabilities. Meetings were held with representatives of all Bureaux and the secretariat in order to assess needs and coordinate activities. A supervisory skills training was provided across the Union leveraging UNOG's management training programme. Two workshops to develop personal effectiveness skills were organized for senior administrative assistants and Study Group administrators. A new on-line training platform using the provider Lynda.Com was made available to all staff providing access to a wide range of areas including IS, Communication and Leadership skills, Web and Graphic Design, etc. To promote in-house knowledge sharing, a joint initiative called "ITU-Talks" was launched in collaboration with SPM-communications Division. Three ITU-Talks sessions were held covering achievements and lessons learned from the Global Youth Summit, ITU's work and objectives towards promoting accessibility, and the use of social media. Other regular training opportunities were continued around languages, presentation skills, and retirement planning.

4.5 Gender Equality and Mainstreaming policy

The new [ITU Gender Equality and Mainstreaming policy](#) (GEM) was approved by Council 2013, calling for development of a union-wide action plan, placing responsibility for its successful implementation with senior management and the elected officials. The Action plan will have implications for Human Resources in terms of enhanced reporting and at a later stage for improving gender balance through measures that are under discussion. Actions will be implemented such as ensuring a better balance in the composition of ITU statutory committees, and attention being given by Appointment and Promotion Boards to the composition of short-lists to redress gender imbalance at all levels (G & P), the intensification by HRMD of outreach activities to attract qualified candidates, and the organization for ITU Staff of basic gender mainstreaming

web-based training. These actions will be based on Gender Guidelines to be elaborated for recruitment, staff management, programme management, communication, training.

4.6 Comprehensive Review of the United Nations common system compensation package

The HR Management Department is involved in the Comprehensive Review of the United Nations common system compensation package launched by the Commission in March 2013, to examine all elements of staff compensation together with other HR elements falling under its mandate. The Commission's goal is a revised compensation system that is coherent, sustainable and addresses the concerns/expectations of all of its stakeholders-staff, organizations and Member States.

The Review will take place in stages: an in-depth examination of the history and rationale behind the present compensation package; review of alternative approaches for applicability to the UN common system. The Commission is already studying current trends expatriate compensation used in other international organizations, NGOs, and the private sector.

Three working groups have been formed to facilitate the Commission's work. They are composed of Commission members, representatives of the common system organizations and the three global staff federations. The three working groups will consider: the remuneration structure; Competitiveness and sustainability; and Performance incentives and other human resources issues. To maximize input, the Chair and Vice-Chair of ICSC met with the organizations' Executive Heads and Human Resources Directors (on 21 October 2013 for ITU) to seek their views. A parallel undertaking was the global staff survey to identify important areas of concern linked to both compensation and performance management issues. Outcomes from these meetings and the findings from the survey will be available to working group meetings.

5. Staff Welfare

The Staff Counsellor participated in the 9th UN Secretariat Affiliated Annual Counsellors Meeting held in New York (13-17 May, 2013), an opportunity to strengthen collaboration and coordination among Counsellors from the UN system worldwide.

Note: A Global Report on Human Resources data and statistics which compiles the last four years of data, in order to visualize trends and draw conclusions and analysis, can be found in [Annex 1 to Document CWG-FRHRM3-6](#).
