

BIT

Bulletin
du Syndicat

ILO

Staff Union
Bulletin

OIT

Boletín
del Sindicato

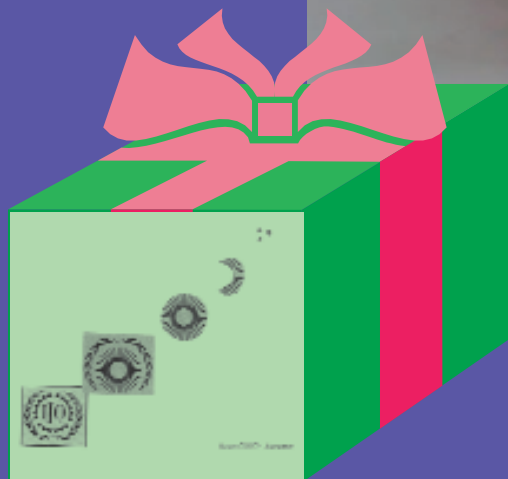
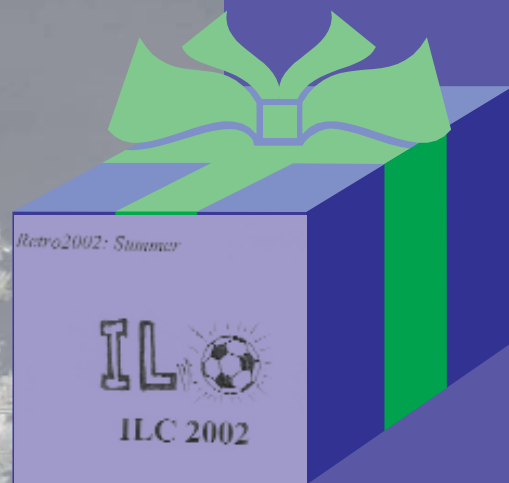
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Décembre 2002

MEILLEURS VŒUX!
SEASON'S GREETINGS!
¡FELICES FIESTAS!



- Cher Père Noël...
- The Tribunal on trial
- In the line of fire
- Open plan, 1940s style
- Et la sécurité au siège?

EDITORIAL

Sous le sapin, dans nos petits souliers

Cher Père Noël,

L'année se termine bientôt et on nous a dit que nous pouvions t'écrire tout là-haut là où tu habites. C'est d'ailleurs tellement haut que des fois tu as de la peine à nous voir et que même t'es obligé de descendre une fois par an mais que nous on t'as tellement attendu qu'on finit par aller faire dodo avant de te voir.

D'abord, nous devons te dire qu'à part quelques fois où on s'est mis très en colère et que c'était pas bien mais c'était parce qu'on avait raison, nous avons été très sages comme des images.

Pourrais-tu apporter dans ta hotte d'abord de gros cadeaux :

- une véritable politique de communication interne qui nous aiderait à soutenir le projet de communication externe (et nous expliquer tous ces gros mots difficiles qu'on comprend pas bien comme *outreach* et *advocacy* dans notre langue à nous)
- un développement de carrière équitable pour tous
- une transparence dans le système de recrutement
- une politique globale de sûreté, de sécurité, d'hygiène et de bien-être du personnel
- de bonnes relations professionnelles pour un dialogue social sain
- un Tribunal administratif tout rénové et progressiste
- un stop définitif à la précarité d'emploi dans le temple des normes internationales du travail

- des tas de bonne volonté pour que les accords de négociation collective marchent
 - et plein de sous pour que le Bureau de l'Ombudsperson puisse fonctionner
- Et puis aussi beaucoup de mandarines, des boîtes à vaches qui font meuh, des mirlitons, des papillotes, des noisettes (mais pas des châtaignes parce que nous n'aimons pas les châtaignes) et plein de friandises comme :

- un beau logo dans lequel on puisse identifier notre travail et notre mission
 - une énorme bombe d'insecticide pour nos petits copains du 8^e
 - une nouvelle mesure anti-tabac parce que celle que tu nous avais amené quand nous étions plus petits ne marche pas très bien et parce ce que ceux qui veulent s'arrêter de faire des ronds avec la fumée ils sont pas beaucoup soutenus.
 - un salon du personnel tout bien pour faire de la gymnastique et des fêtes et des bureaux tous neufs pour nos copains Patrick et Rosie et Christine, et Nicole, que même ils ont eu le feu dans leurs anciennes chambres où ils travaillaient et qu'ils n'ont plus d'endroit pour eux depuis longtemps longtemps longtemps.
- Des fois y'en a qui disent que nous sommes un peu grands pour croire encore en toi mais nous on pense que l'imagination a été inventée pour alimenter l'espoir.
- Alors Bonnes fêtes à toi et à tous les autres qui sont en haut et en bas et tout partout dans le monde.

Les rédacteurs
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EDITORIAL

Wishin' and hopin'

Dear Santa,

It is nearly the end of the year and so we are allowed to write to you even though you live all the way up there and we are down here so small you hardly see us and we do not get to see you much either except once a year and that is now so here we are except we always fall asleep and miss you.

We want you to know that we have been very good except for those times we got cross and said those horrid things and we know it was naughty and we are very sorry (only we're not, so there, ha ha).

Please can you bring us some nice big presents in your sack?

- To help us get behind the external communications project, a genuine internal communications policy (for want of a better word, let's call it Inreach).
- Fair career development for all.
- Some transparency in the recruitment system.
- A global security, safety, health and welfare policy for staff.
- Decent work relations for healthy social dialogue.
- A brand-new, reformed and just Administrative Tribunal to be an example to the world.
- Solid commitment on the part of all concerned to make the collective agreements work.

- Proper funding for the office of the Ombudsperson.
- A definitive end to job insecurity in the home of international labour standards.

And please also lots of lollipops and tangerines and chocolate and walnuts (not too many walnuts because we don't really like them much) and a puppy and a whoopee cushion and some other small things?

- A nice logo that everyone will recognize and identify with our work and our mission. (It doesn't have to be a new one that costs lots and lots of money.)
- A kingsize can of insect spray for the folks on the 8th floor.
- A smoking ban in the ILO (yes, we know you already brought us one before and we are grateful – but we couldn't get it to work), plus an incentive programme for those who want to kick the habit.
- A nice new Staff Lounge without all those people squashed up together because they will have got their wish for nice new offices and then everyone will live happily ever after.

Some meanies will say now we are big we have to stop believing in fairy stories. But why should we? After all, grown-ups are always saying that where there's life there's hope.

Oh, nearly forgot – season's greetings to you, Santa, and to everybody else up there and down here.

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union

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The Tribunal on trial

By our legal correspondent

Does the ILO Administrative Tribunal (ILOAT) measure up to minimal human rights standards? On a sunny November day in Geneva, three highly respected jurists told a hundred-some staff members from the ILO and several other organizations that it did not.

Why not? First of all, we must look to the Tribunal's history. The ILO Tribunal took over from a tribunal set up in 1927 by the League of Nations. As the League faded, the ILOAT was established under a Statute drafted in 1946 – and hardly touched since then. However, the first international human rights instrument, the Universal Declaration of Human Rights, did not come along until 1948. Over the decades that followed, international law has evolved and laid down widely accepted conditions for how tribunals should operate and what guarantees they must offer.

Seen in the light of today's human rights standards, the ILOAT Statute is sorely in need of revision. Surely that is why the Office and the Staff Union Committee agreed¹ back in September 2000 "to negotiate proposed amendments to the Statute" and then "make proposals to the relevant bodies", right?

Relying on human rights instruments in force in Africa, the Americas and Europe, experts from the International Commission of Jurists and the Centre for the Independence of the Judiciary endorsed the view of Geoffrey Robertson, Q.C., that the ILO Tribunal failed to guarantee three essential things:

1. an independent and impartial judiciary;
2. fair and public hearings; and
3. due process rights.

In taking this position, the experts were concerned not with whether any particular judgments were biased or whether individual judges had given way to pressure from their "employer".² Instead, they simply measured whether the Statute conformed to widely accepted human rights standards.

Fundamental to this view is the fact that for justice to be done, it must be seen to be done. So what matters is the perception that the Tribunal operates according to the highest standards, NOT the personalities of its judges.³

When, for example, judges are appointed by one of the parties concerned (in this case the International Labour Organization) for a limited (three-year) renewable term, it cannot be ruled out that judges attached to their (nicely remunerated) position might be tempted to find in favour of the employer more often than not. Comparing rates of success between the ILOAT and other comparable jurisdictions, Mr. Robertson reported that whereas 27 per cent of ILOAT complainants had been succeeding, an average 60 per cent of workers succeeded in domestic tribunals.

As to fair and public hearings, the experts faulted the Tribunal for ruling exclusively *in camera* (behind closed doors) and for excluding the presence of witnesses or oral arguments. As judges know, witnesses frequently (advocates hardly ever) cause a change of opinion. In a significant number of cases, open hearings are important because they allow informed people to get involved and serve also to educate people.



13 November 2002: Where's the justice? A packed meeting room listens to Geoffrey Robertson, Q.C., demolishing the ILO Administrative Tribunal's claims to represent justice for international civil servants. With him, from left: Louise Doswald-Beck, David Dror and Mike Shone

Under due process, several shortcomings were cited. There were a number of possible (and simple) ways of ensuring **the right of appeal**, a right not now available and not thought necessary 56 years ago. For example, there could be two separate chambers within the Tribunal. Proper **discovery procedures** would ensure full disclosure of documents to both parties. The **doctrine of precedent** would require like cases to be treated alike. Because the Tribunal lacks **contempt powers**, it has no way to go after employers who will not execute its decisions in full.

Trade unionists from our Union and those of sister organizations and international confederations took the floor after the jurists. They in turn injected passion and commitment to the struggle for rights which we easily promote for others and just as easily fail to claim for ourselves. How ironic that pay in the international civil service is set according to the best prevailing rates while justice is left below the highest standards!

The fundamental question is whether by becoming civil servants we lawfully forgo the basic human right to a fair trial which we enjoyed as citizens protected by international human rights covenants. That question is not about individual judges or bigger benefits for civil servants. It is about values.

¹ See article 21.2 of the *Collective agreement on a procedure for the resolution of grievances*.

² The appointing authority (see *Union No. 324*, November 2002) is the International Labour Conference. It rubber-stamps the ILO legal adviser's proposals, after they have been to the DG and through the Governing Body before for the final nod (if not yawn) at the Conference.

³ In answer to an interviewer's question about the Tribunal on Geneva's Radio Lac one day later, our own Director-General took a different view. He described the jurists' challenges as unfair *personal* attacks ("vraiment un [procès] d'intention que je trouve injuste").



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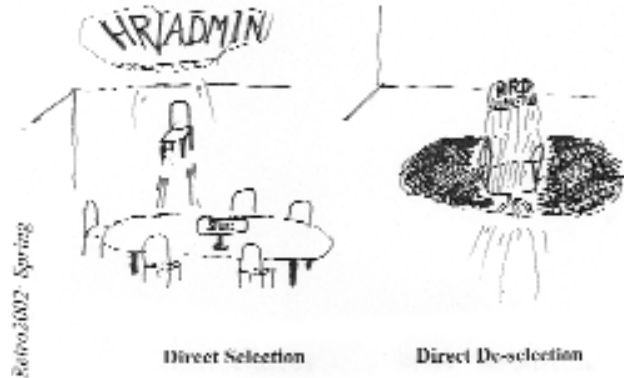
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“Recently, the Administration made it known to us that it did not like opinions published in *Union*. We can accept that some people do not like all that reaches the press. But we cannot accept censorship or other pressures on our internal free press. Let us be clear that in the Organization that was created to encourage dialogue between opposing views, we shall continue to uphold the right to free press, to freedom of expression, and particularly to achieve better dialogue.”

From the address by SUC Chair Mike Shone to the GB, 13 November 2002



Hygiène, sûreté et sécurité : mauvaises pensées

par notre correspondant OSH

Après avoir opiné positivement de la tête en lisant les bonnes intentions en matière d'hygiène et sécurité au travail de l'administration, ainsi que les derniers documents du CA sur ce sujet, n'avez-vous pas comme nous l'insidieuse sensation que le puzzle n'est pas complet? Que tout en louant ces efforts, la réflexion n'a peut-être pas été poussée jusqu'au bout, et que ces décisions parcelaires, sans véritable politique globale de sécurité, pourraient finir par nous coûter un jour très cher?

Le mythe libertaire

Plus d'un an après le 11 septembre, et à la lumière des récents événements dramatiques survenus dans le monde, il devenait effectivement urgent de prendre des mesures pour protéger efficacement nos collègues du terrain, de toute évidence plus exposés. Bien. On s'occupe enfin du terrain. Mais alors qu'en est-il du Siège? Les arguments avancés pour la protection de nos collègues ne sont-ils pas valables pour ceux travaillant dans un bâtiment ouvert aux quatre vents? Ce débat ne date certes pas d'hier puisqu'il y a déjà une dizaine d'années, lorsque qu'un événement crapuleux avait eu lieu au 6^e étage, le discours sécuritaire avait tenu pendant de nombreux mois le haut du pavé.

A cette époque, la tradition d'«ouverture», dans tous les sens du mot, l'avait emporté et nous étions, il faut l'avouer, assez fiers de pouvoir dire à nos confrères badgés et confinés d'autres organisations que nous étions des fonctionnaires très libres et très ouverts... Notre singularité était et demeure telle que c'est encore seulement le week-end que nous devons signaler notre identité afin de pouvoir entrer dans le bâtiment aux 8/10 vide.

Alors, pouvons-nous aujourd'hui encore nous offrir le luxe de cette liberté, tandis que nous devons montrer patte blanche devant n'importe quelle entrée d'organisation du système des Nations unies?

La réalité

Un grave accident survenu il y a peu à l'une des nôtres m'encourage à pousser cyniquement plus loin les questionnements:

sommes-nous vraiment tous égaux face aux risques encourus dans ce bâtiment? De manière générale, nous avons déjà noté quelques différences entre le nord et le sud. Nous savions par exemple que les ascenseurs du côté «VIP», contrairement à l'autre, étaient munis de parois anti-graffitis et que le menu du restaurant y était affiché. Mais ce que nous ne savions pas c'est que ceux du côté communément appelé «prolo» pouvaient parfois se transformer en redoutables hachoirs à mains. En effet, quelques travailleurs claustrophobes du bâtiment (une confrérie plus importante que vous l'imaginez...) s'étaient effectivement rendu compte, et cela depuis déjà plusieurs mois, que certains ascenseurs du Nord avaient la fâcheuse tendance à ne pas vouloir s'ouvrir «normalement». Ils tâchaient donc de les éviter sous les regards moqueurs des courageux. Et l'impossible se passa: une de vos collègues s'est retrouvée avec la main coincée plus de 30 secondes (imaginez...) dans la porte de l'un d'eux avant que celle-ci ne daigne se rouvrir. Si de simples fonctionnaires avaient remarqué cette anomalie, comment a-t-elle pu échapper aux spécialistes? Une demande de réglage a-t-elle été demandée? La même anomalie détectée au Sud aurait-elle été laissée plusieurs mois sans réparation?

La solution?

On nous promet donc encore un nouveau système de protection contre les incendies au siège. Soit. Mais est-ce vraiment de cela dont on a besoin en priorité et surtout de manière isolée? Sans s'attarder sur le coût probable de l'opération, ne devrait-on pas plutôt se pencher une bonne fois pour toutes sur tous les risques sanitaires ou professionnels dans tous les lieux où officie l'Organisation, inculquer aux fonctionnaires une culture de prévention et surtout tirer en premier lieu les leçons des erreurs du passé? A considérer le silence religieux entourant les causes du précédent incendie, du peu d'attention donné aux victimes de ce regrettable incident (lors de la dernière assemblée générale extraordinaire du Syndicat, on a même entendu des métaphores d'un goût extrêmement douteux pour désigner l'endroit de remplacement), sans parler de l'absence séculaire de politiques de prévention en matière de tabagisme et d'alcoolisme, de l'apparition soudaine de maladies professionnelles et d'invasions récurrentes d'animaux rampants et volants, il semblerait qu'il y ait plus urgent.

Logo : réaction

Un nouveau logo, pourquoi pas? Mais...

Qu'un logo évolue, rien de plus normal. Mais, à la lumière des commentaires entendus lors de la récente séance d'infos « Working with DCOMM », la démarche suivie par le BIT semble très contestable. Pourquoi, en effet, déroger aux méthodes rigoureusement adoptées en pareil cas par des professionnels?

Au lieu de confier la confection d'un logo à une seule société, on ouvre la compétition à un éventail de professionnels compétents. Une organisation internationale comme l'OIT se doit aussi de permettre à des maisons de divers pays de concourir. Les soumissions ne devraient pas se limiter, non plus, à des professionnels extérieurs: est-ce que les idées des graphistes du Bureau lui-même sont *a priori* moins valables que celles – plus chères – venant d'ailleurs?

La démarche habituelle commence par la constitution d'un groupe de travail, comportant nécessairement quelques professionnels du domaine. Ce groupe se charge de la rédaction d'un *brief* très précis qui reprend toutes les contraintes du projet en passant par les considérations historiques, culturelles, politiques, etc. Le document doit également préciser les objectifs à atteindre, ce qui oblige les auteurs à indiquer pourquoi ils recherchent du nouveau. C'est au vu de l'ensemble de ces données que les créateurs vont élaborer des propositions.

Une fois reçues les idées des uns et des autres, le Bureau dispose d'une bonne occasion pour impliquer son personnel dans le choix final. Il pourrait, par exemple, convoquer une série de réunions (au siège et sur le terrain) pour exposer les meilleurs projets et débattre des raisons derrière chaque proposition. Outre le gain en transparence (souvent l'enfant pauvre de la communication), cette approche permettrait d'adresser des questions identitaires fondamentales à notre travail à nous tous. Si un tel exercice ne devait aboutir à une unanimité parfaite, il assurerait, tout au moins, une plus grande communauté de vues parmi les personnes concernées.

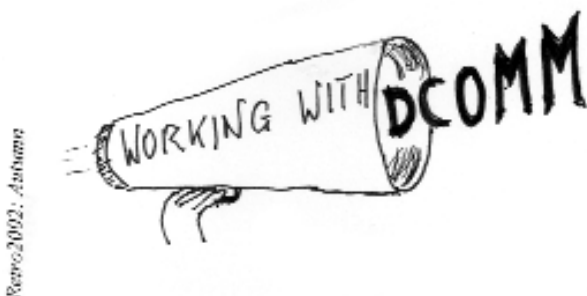
Plutôt que de critiquer le nouveau logo, qui est apparu sans explication et qui reste sans explication à ce jour, il a semblé plus important de signaler ici l'importance d'une démarche plus ouverte, plus professionnelle et plus cohérente que celle adoptée jusqu'ici. Tout projet de logo, voire d'image de marque (*family look*), demande à être débattu et raffinée en fonction de critères multiples. L'avantage principal de la démarche que nous décrivons, c'est de pouvoir donner à nos mandants le sentiment d'en avoir pour leur argent.

Logomaque ■

I am delighted that *Union* is taking up this matter. I was shocked and angry when I saw the new logo on *WoW* – not only it does in no way relate to our Organization (it rather looks like the logo of a religious sect), it has apparently been designed without any consultation whatsoever.

I am not against finding a new logo for the ILO but it should be done in a transparent, participatory manner.

Jürgen Schwettmann ■



We were surprised as this logo seemed to spring from nowhere. Some people have worked for the organization (call it loyalty) and its outstanding and representational logo for many years. The logo has come to symbolize the authenticity of the organization. It is well recognized throughout the world and people see it as a symbol of hope amidst economic and social injustice. Whose idea was it and why does it need changing as if the organization is a commercial enterprise? (Has the mandate altered?) Were questions asked as to how this would affect tripartism? What happened to democracy in the workplace? Where did the money come from? Some offices (especially in Europe) have to scrimp and save and work under extremely tight budgets. Are the costs of this exercise not detrimental to resources and the running of some HQ Departments, Branch Offices and/or maybe some Field Offices? Has the cost of replacing/reprinting stationery etc. been considered? Would existing stationery be recycled, thrown out or phased out whilst constituents try to work out which one is the real ILO? Resources could be better used improving productivity by increasing the number of staff with adequate working tools. This would improve the quality of service provided. At the same time the ILO profile would be accentuated without confusing "clients" and wasting time during the transitional period whilst people familiarize themselves with the new logo. The logo at face value looks like the sun (or is it a wheel?). It would be interesting to have an interpretation of this in relation to the ILO logo as we know it.

Mavis Cook ■
ILO London

I read your editorial "Shiny happy people" in the November issue with great interest. On the one hand I can understand the confusion and disappointment voiced by you amongst others concerning the new logo, but on the other, I think it's dangerous to jump to knee-jerk conclusions as to its suitability.

Introducing a new logo is always a delicate matter, and has to be managed expertly. The introduction of this logo has not been managed at all as far as I can see. As such it deserves a certain amount of criticism. However, knowing the excellent work that Pentagram have been producing for many years, I'm sure there's more to this than meets the eye on first viewing. In their defence, it looks a bit to me as if Pentagram, having been commissioned because they are so professional and experienced, have probably been worn down into a compromise solution.

As in any successful organization, strong leadership facilitates exciting new enterprises. As a race, we are strangely resistant to change, especially when it takes the form of a creative and unfamiliar design. This has always been the case with contemporary art and design that is often treated with derision when it is first seen as we are generally not well equipped to assess new ideas objectively (or indeed, the old ones – who can give an objective, professional assessment of the existing logo?). After a while, when a new design or artwork becomes familiar, it may become accepted, and we look back at what it replaced and clearly see that it is better. If a design is well structured and implemented, a new corporate design will stand the test of time and become all that it is intended to be.

For these reasons, it is imperative that new corporate design receives full support from top management, expert introduction and implementation, and is fully explained to all the parties involved. In this way it can achieve a level of acceptance, support and even enthusiasm at the early stages to help carry it through to the outside world with confidence that will ultimately reflect back to (and within) the organization in a positive manner.

It's a great pity that this hasn't happened, but it's probably not a good idea to slag it off with all the usual predictable criticisms before we have all been informed. Let's just hope someone takes the opportunity to do so.

Lewis Evans ■

The new logo reminds me of Kurt Vonnegut's drawing of his own a**hole in *Breakfast of Champions*. Strongly support your campaign for a decent logo.

Fred Blogg ■

Going back a BIT

Open-plan, 1940 version

Concern has recently been expressed in *Union* about the open-plan accommodation of the staff in the Publications Bureau since they were exiled to R1 in January. As there is nothing new under the sun, and the Office is no exception, I am sure readers would be interested in the recollections of the late Edward Phelan¹ from the time when the ILO first set up its temporary Working Centre in Montreal.

A word of explanation. With the outbreak of the Second World War it became necessary for the ILO to leave Geneva in order to continue its activities. After some difficulties the Director John Winant succeeded in negotiating an arrangement with the Canadian Government, by which the Office would be housed at McGill University in Montreal. Hence in 1940 the small number of staff members who were retained undertook the difficult and often dramatic journey to Canada to be installed on the university campus.

Arriving shortly afterwards, Edward Phelan, who at that time was Deputy Director, gives the following vivid description, to which I have added a quite extraordinary photograph of the ILO's open-plan office at McGill.

"My first view of the ILO's quarters in Montreal gave me something of a shock. I found the staff occupying rows of plain wooden tables in a small hall, which with its high windows and timbered roof had a faintly ecclesiastic air – I learned later that it was in fact a disused chapel. At the end opposite the door two staff members with their tables were accommodated on a raised platform some six feet high. Had it not been for the chatter of typewriters and the sight of familiar faces I might have supposed that I had entered by mistake one of McGill's halls where an examination was in progress under the vigilance of the supervisors on the dais.

"As I made my way along a lane between the tables greeting on one side and the other the colleagues who had preceded me from Lisbon, I was appalled to discover that the muster was

complete and that therefore there was no other accommodation than this one big room. True what we had transferred to Montreal was only a skeleton organization in which various services had of necessity been reduced to the simplest expression, but even so, I had never imagined that whatever modest accommodation we might find would not allow for some measure of separation by function and responsibility.

"Here roneotists, typists, accountants, statisticians, translators, editors, experts and all the rest were camping out sheltered by four bare walls and a roof. How could intellectual work demanding a high degree of concentration be carried out in such conditions? How could experts confer or visitors be received? How could confidential discussions on Office policy be held?

"The one cheerful note was the spectacle of the staff. Enthusiastically engrossed in their task, bobbing up and down between their tables and the tin boxes on the floor in which their precious documentation had been carried across the Atlantic, they seemed to have no regrets for the palatial accommodation they had left in Geneva and no misgivings about the lack of the facilities provided.

"I continued my way up to the platform and there I discovered that a door led into a steep and narrow stairway at the bottom of which I found Winant in a tiny dark room just large enough to contain a desk and one chair for a possible visitor. I suppose something of my discouragement must have been apparent in my expression for he hastened to assure me that the present arrangements were provisional. Two houses on the other side of McGill campus were being prepared for us by the University authorities and to these it was hoped to move in a couple of weeks' time. This was highly comforting news and in due course the move was accomplished."

The long-suffering staff on R1 may find comfort in the words of Shakespeare: "Past and to come seems best; things present, worst". They too will one day treasure the memories of their open-plan exile.

Ivan M.C.S. Elsmark ■

1. Published in *Studies* (Dublin), summer 1955.



In the line of fire

(extracts from a mission diary, Sudan, November 2002)

Khartoum: “We are all at peace” says the publicity all over town, showing northern Arabs and southern Nuers converging in a peaceful march, embraced by the wings of a dove. But peace is hard to find. The peace talks being held in Kenya can do very little to stop the violence of unruly factions and criminal militias riding the most desolate lands and carrying out wanton killings among desperate people.

November 13. Today should have been the last busy day of a field assessment mission which took our group of seven representatives of UN agencies and NGOs to the garrison towns of Wau, western Sudan, and Bentiu, in the oil-rich Unity state in the south. Garrison towns are little enclaves where Sudanese Government forces defend invisible boundaries never larger than a few miles. All around is the territory of SPLA (Sudan People’s Liberation Army) forces and more frequently of several unruly militias, all connected in a spiral of violence and constantly changing alliances.

Our team was based in the UN compound of Rubkona, three kilometres away from the main town, Bentiu, on the opposite bank of the Bahr el Gazhal which looks more like a series of patchy ponds than a river. Rubkona’s “natural pool”, as teammate Sean put it, is one of the ponds where kids play, trucks and bicycles are washed, and water is fetched for the use of the community.

The whole area is swampy and even at this time of the year the heat is sometimes unbearable for those who are not used to working at these latitudes. The UN compound is composed of eight *tuculs*, a small room used as a kitchen, a latrine, an improvised shower and barrels of fuel around the cars. A large mat serves as a dormitory and as a mosque for the local drivers. Praveen, my Indian colleague and occasional roommate, had spent the previous night watching the stars under a mosquito net, navigating through the bright constellations and finally falling soundly asleep. After a sleepless night, I was determined to follow his advice for the following night and enjoy the tranquillity and the breeze of this lost point in space. But little did Praveen and I think that on that same evening the two main militia groups, the SSIM (South Sudan Independence Movement) and the SSUM (South Sudan United Movement) had decided to fight a heavy battle around and across our camp.

Our team had regrouped in the Rubkona base in the late afternoon. Mabil, the Sudanese in charge of the UN base, had promised us a good dinner for our last supper in the Unity state. We all ate quickly, trying to avoid the flies and praising the efforts of the cook. It was 6:15 in the afternoon and I was holding a cup of tea when we heard the first rounds of fire. The conversation stopped in the air as the first bullets started flying across our camp. Someone shouted: Get down! Get down! And we all threw ourselves to the ground, into or between the huts.

The machine gun fire lasted for quite a while and I felt my heart pounding and thoughts spinning while I was clasp that cup of tea. The shootout continued unabated for about half an hour, while we asked ourselves if those were the last moments of our lives. We had no protection and no place to hide in our camp made of mud and straw. The first mortar attacks exploded very near to us and we found ourselves crawling into one of the huts, desperately trying to reach the radio room to signal the UN headquarters in Khartoum that we were in danger. But this wasn’t possible as the first rounds of a long battle to come were still going on. Only at around 7:00 did the rounds of fire become less frequent and then suddenly stop.

Immediately we regrouped and saw that none of us was hurt. John and Mabil, our Sudanese colleagues, told us that apparently we were not the targets of the attack although we were exactly in the line of fire between the two armed factions. What to do, where to go, what chances did we have to go for a safe haven? Praveen and I decided to collect our few things from the hut and load a car with our belongings, ready to go.

For a moment we looked around us. If those guys decided to kill or abduct us, they could easily do it. No place around made us feel secure. We were at their mercy.

While I was in my hut, hastily getting all my belongings together, again the AK47 automatic rifles started to pump out bullets. While Praveen escaped from the hut and ran across our camp to find refuge with the other members of the team, I had no choice but to jump over a small bedside table in one of the corners of the *tucul* and hide under it. This fight was the most intense I had ever experienced, even compared to the explosions I saw and heard in Croatia and Bosnia, ten years ago. All I was thinking was to keep down. To stay as low as possible. To crouch under that table and pray for my life.

I could hear the explosions so close to me that I even thought all the bullets were going through my hut. My heart beat so fast it was as if it had leaped into my throat. I could barely breathe, terrified by the mortar shells falling outside, just a few metres away. I was still lying down, trying to burrow even deeper into the ground when I saw a lizard near me, afraid just as I was, but alive. I was strangely relieved by the presence of this odd companion and may have even smiled at him.

After the last of the blasts and heavy explosions, I turned around and saw that it was dark. It was 7:45 when I heard the last explosions and there I was still alive, in one piece. I saw that a few bullets had penetrated the roof of my hut and hit its mud walls. I slowly stood up and found the others – I didn’t even know they were still in our camp. After medicating a few scratches, we made contact with the UN security in Khartoum. We told them we hoped to be evacuated as soon as possible and later they confirmed that two single prop planes were ready on the tarmac in Khartoum to get us out of there. But the night was long. We knew now that the Nuers traditionally do not fight at night, but what guarantees did we have that they would not raid our base? Praveen and I pulled the beds out from the hut and decided to sleep wrapped in the mosquito nets under the starry sky. That night was very hot and humid and the mosquitoes hardly left us.

After wondering just what I was doing there, I realized that it was not the time for complaints or regrets: a young boy had been killed in the shooting, just outside the UN compound...

November 14. The morning started with the sun shining over our heads. Everybody except the team leader skipped the bucket-shower, and we did not even think of shaving. We were ready to go to Bentiu to wait for the arrival of our plane. But as we prepared to enact this plan, the battle resumed. At dawn, we heard trucks full of soldiers and tanks moving on the road. The fact that tanks were on the move was interpreted as a benign sign. We thought that Government forces had decided to step in and take control of the situation. It was another illusion, just like the overnight lull.

At 8:15, fighting broke out again and this time heavy artillery was employed from the beginning. John, in charge of radio communications, told us to move quickly out of our compound and make for the one occupied by “Action contre la Faim”, an NGO whose headquarters was only 300 metres away from us. That was the right move. We tucked ourselves into the cars and left at full speed. We arrived unharmed and found refuge in a much better-equipped compound. The fact that they even had an underground bunker made us feel much safer. But the majority of us decided to stay inside the main building, where we were offered tea and biscuits and could rest our backs against the concrete walls while the explosions went on.

The fighting was intense, with large use of heavy artillery and machine guns. The battle took place in the Yongyang refugee camp which we had visited the previous day, and around the bridge between Bentiu and Rubkona. As I listened to the machine gun fire I thought of the terror in the faces of those children I had seen, weary and weak, the previous morning.

We knew then that we could not leave for Bentiu and its airport and that we had to stay much longer in that compound. The feeling of being under siege was growing more and more unpleasant. We felt cut off from the possibility of rescue. Everyone tried to read a book or comic in order to keep minds focused elsewhere. It was Mabil who brought us good news. Through the satellite phone he had learned that the Government had given the UN the permission to use a little military strip out of Rubkona in order to evacuate our team. That was

(continued p.15)

good news indeed. We only had to wait until the fighting stopped, which it had by mid-morning, and the planes took off from Khartoum for Rubkona.

Our base in Rubkona was quickly sealed off. Only a few local employees stayed behind and we all hoped the best for them. Mabil and John left with us for Khartoum. The UN and the NGOs had decided that enough risks had been taken and that the relief operations would be interrupted for a while in the south of Unity state, unfortunately at the expense of thousands of internally displaced persons.

The airlift was not so easy to organize but it went well in spite of the fact that the airstrip was locked and we had to go

through barbed wire before boarding the two small planes which came to our rescue. At dusk we landed in Khartoum...

The displaced villagers of the Yanyog camp are under attack almost every day. A large-scale battle such as the one we witnessed is apparently uncommon; but they are often harassed, raped, kidnapped in those same camps that they moved to in order to escape from war. This is what happens in the oil-rich region of western upper Nile, where civilians are caught in the crossfire of bullets, promises and threats.

Donato Kiniger-Passigli ■
IFP/CRISIS



From ILO Communications

News you may have missed...

How lucky we are You may recall that the Headquarters of the DuPont Company is located in my town, Wilmington, Delaware. Recently the company held its 200th anniversary celebration and invited its employees and their families. But, the RETIREES who made the company what it is – were not invited. ... We are blessed to have a strong staff union [at the ILO] to fight for us.
Bulletin des anciens/Friends Newsletter, December 2002, p 27: Letter to the Editor

ILO-COMment: Good to hear how much the Union is appreciated overseas.

Interview Journaliste: Qu'est-ce qu'on peut faire [contre le travail des enfants]?

Juan Somavia: ... Il y a un travail à faire avec les enfants...
"Face à la presse" sur Radio Lac et Léman Bleu, 14 novembre 2002

ILO-COMment: Jeu de mots?

Fine tune your communication strategy Buttonholing **union leaders** at receptions can be helpful, but unlike diplomats they are not used to conducting serious business in whispered conversations in noisy rooms... Achieving results can be complicated because **companies**, whether public or private, are driven by profits without which both the companies and the national economy suffer... Most **governments** have good legislation on the books but have trouble regarding supervision and implementation.

From Getting Results: ILO Media Handbook (manual for ILO Field Offices)

ILO-COMment: Not a very "diplomatic" assessment of our tripartite partners.

ILO Tribunal Thus, the allegations that the ILO is somehow violating the rights of its staff suffer from a lack of transparency... Once this [consultative] process is completed, it will be up to the organisation's tripartite partners – including unions – to take a final decision that will be fair, transparent and democratic – as usual.

ILO's letter to the editor of the Financial Times, 20 November 2002, concerning the commentary "UNjustified" of 14 November

ILO-COMment: Here it is black on white: the tripartite partners do include unions. Yes, we look forward, as usual, to a fair decision.

Vaccination – Rappel Nous vous rappelons que le vaccin de la grippe est disponible pour les fonctionnaires du BIT tous les jours de 10h30 à 12h00 et qu'il est préférable de le prendre avant le 15 novembre 2002.

HSU (User Broadcast), 19 novembre 2002

ILO-COMment: vu les dates, ceci serait, médicalement parlant, une « prophylaxie rétroactive ».

Financial Sector Working Group Business Meeting SED: Working Group on Impact and Performance (for WIMP working group members of SED only) Breakout meetings of 4 SED Committee Working Groups: BDS Implementation, SME Finance, Enabling Environment, Information...

<http://www.ilo.org/public/english/employment/ent/sed/bds/donor/download/03.pdf>

ILO-COMment: Working Groups are for WIMPs.

In Memoriam

Pascoal Wuta M'Polo

Nous venons d'apprendre avec beaucoup de tristesse le décès de notre collègue Pascoal Wuta M'Polo.

Pascoal, nous l'avions connu bien avant 1989 et son entrée au BIT comme fonctionnaire.

Représentant son pays, l'Angola, au sein des instances de l'OIT pratiquement depuis l'indépendance, Pascoal Wuta M'Polo avait été en fait le promoteur et l'un des instruments les plus efficaces pour l'introduction d'une sécurité sociale digne de ce nom dans un pays où, durant la période coloniale, la protection des travailleurs n'était, pour garder un ton mesuré, pas la préoccupation majeure des dirigeants.

Pour faire avancer cet ambitieux dossier, Pascoal avait convaincu son Gouvernement de solliciter l'appui du BIT. C'est alors que nous avons rencontré, fréquenté et appris à apprécier non seulement un homme pétri de qualités, au sens

de la justice sociale extrêmement développé, un partenaire pragmatique et efficace, mais aussi une personne pleine de charme, de culture, et de soif de communiquer.

C'est avec plaisir que nous avons appris de sa bouche la décision du BIT de le recruter pour servir en Afrique. L'arrivée de Pascoal faisait partie de cette volonté de notre Organisation de promouvoir en son sein la représentation de tous les Etats membres par ceux qui représentaient l'élite intellectuelle du monde en développement.

Tout récemment, Pascoal avait été transféré au Bureau de l'OIT à Abidjan pour prendre la suite d'un programme d'action avec les Pays d'expression portugaise (les PALOP) qu'il avait largement contribué à concevoir, lancer, et promouvoir.

Il nous quitte trop tôt, beaucoup trop tôt pour avoir pu donner la juste mesure de ses capacités dans ce cadre qui lui était familier, et si prometteur.

Nous le pleurons.

Alessandro Giuliano ■
Jean-Victor Gruat

La sagesse africaine

Les trois sourds

Il était une fois une femme, tellement sourde qu'elle n'entendait même pas l'éclatement du tonnerre pendant les tornades. Tous les matins, elle allait travailler dans son champ.

Un jour qu'elle était en train de piocher la terre, arriva près d'elle un homme tout aussi sourd qu'elle. Il cherche ses moutons qu'il a égarés et lui dit :

« Mes moutons se sont sauvés. Ne sont-ils pas passés par ici ? Il y en a un qui boîte de la patte de derrière. Je vous le donnerai en cadeau, si vous pouvez m'indiquer dans quelle direction est parti mon troupeau. »

La femme qui n'a rien entendu ni rien compris pense que l'homme lui demande jusqu'où s'étend son champ. Alors, elle allonge le bras et lui dit :

« Mon champ va jusque-là – après, c'est le champ de ma voisine. » L'homme, voyant le bras levé, croit que la femme lui indique où sont ses moutons. Il part de ce côté et a la chance d'apercevoir son troupeau broutant derrière un buisson.

Tout heureux, il prend dans ses bras le mouton boiteux, revient vers la femme et lui tend l'animal en disant :

« Je suis allé à l'endroit que vous m'avez indiqué et j'y ai trouvé mes bêtes. Aussi, voilà le mouton que je vous ai promis. »

La femme regarde le mouton et voit qu'il boîte ; elle s' imagine alors que l'homme l'accuse d'avoir blessé cet animal. Alors, elle se fâche et s'écrie :

« Comment pouvez-vous dire que j'ai blessé ce mouton ? Je n'ai même pas vu votre troupeau. Puisque vous m'accusez, je saurai me défendre. Allons au tribunal. »

L'homme, la voyant en colère, croit qu'elle refuse le mouton boiteux, en voulant un autre en bon état. Il se fâche à son tour et s'écrie :

« C'est ce mouton que je vous ai promis et pas un autre ! Puisque vous n'êtes pas contente, nous nous expliquerons devant le juge. Allons au tribunal. »

Tous deux partent donc au tribunal ; en route, ils ne cessent de se disputer, aucun ne comprenant ce que l'autre lui dit ! Ils arrivent donc devant le juge. Celui-ci installé sous l'arbre à palabres, au milieu du village leur demande de raconter leur affaire.

Et chacun de raconter son histoire, l'histoire à sa façon, elle parlant de l'étendue de son champ, l'autre de son troupeau de moutons perdu...

Le juge, lui-même absolument sourd, n'a pas compris un seul mot de ces deux discours. Pour lui, l'homme et la femme sont mariés et voyant que la femme porte un enfant sur son dos, il s' imagine que cet enfant est la cause de leur dispute.

Se tournant donc vers l'homme, le juge lui dit :

« N'as-tu pas honte de parler ainsi ! Cet enfant est ton fils ; d'ailleurs, il te ressemble ! Donne à cette femme tout ce qu'elle te demande. »

En entendant ce jugement, toute l'assistance éclate de rire. Et quoique n'ayant rien compris, le juge et les deux plaignants en font autant et s'en vont réconciliés !

Morale de l'histoire : il vaut mieux aller là où l'on se réconcilie que là où l'on tient palabre. (Proverbe kiyombe, peuple de la République démocratique du Congo).

A propos de sourd, il nous vient une fable d'Italie qui n'a rien à envier à la sagesse africaine comme vous pouvez le constater vous-même et la morale de l'histoire est tout aussi intéressante !

L'allégorie de la grenouille...

(traduit de l'italien)

Il était une fois une course... de grenouilles.

L'objectif était d'arriver en haut d'une grande tour.

Beaucoup de gens se rassemblèrent pour les voir et les soutenir.

La course commença.

En fait, les gens ne croyaient probablement pas possible que les grenouilles atteignent la cime, et toutes les phrases que l'on entendait furent de ce genre :

« Quelle peine ! Elles n'y arriveront jamais ! »

Les grenouilles commencèrent à se résigner, sauf une qui continua de grimper.

Les gens continuaient :

« Quelle peine ! Elles n'y arriveront jamais ! »

Et les grenouilles s'avouèrent vaincues, sauf toujours la même grenouille qui continuait à insister.

A la fin, toutes se désistèrent, sauf cette grenouille qui, seule et avec un énorme effort, rejoigna le haut de la cime.

Les autres voulurent savoir comment elle avait fait.

L'une d'entre elles s'approcha pour lui demander comment elle avait fait pour terminer l'épreuve et découvrit qu'elle... était sourde !

N'écoutez pas les personnes qui ont la mauvaise habitude d'être négatives... car elles volent les meilleurs espoirs de votre cœur ! Rappelez-vous, pour toujours, du pouvoir qu'ont les mots que vous entendez ou que vous lisez.

C'est pourquoi, l'on doit toujours être POSITIF !

En résumé :

Soyez toujours sourds quand une personne vous dit que vous ne pouvez réaliser vos rêves.

Portez-vous bien !

• *« La sagesse africaine » espère inspirer tous ceux du BIT concernés par le dialogue social et la concertation interne, qu'ils soient membres de HRD, du Syndicat ou des instances de conciliation ; que chacun ouvre les oreilles, les yeux et le cœur pour pouvoir dire ensemble, comme dans les contes : tout est bien qui finit bien.*

Patricia Isimat-Mirin ■

ILO DIARY

91 days embedded in the mainstream

- Many spurious claims are made for the premonitory abilities of sixteenth-century bearded sage Nostradamus, who is said to have foreseen everything from the rise of Napoleon and the downfall of Hitler to the collapse of the Twin Towers. It is safe to say that unlike this column, however, he did not predict the ILO's adoption of an inspiring new sunshine logo in 2002 (see ILO Diary, September). Which can only confirm Ilote's burgeoning reputation in the clairvoyant community.

- **So it was Euresst that paid for the DG's roof garden. No wonder the prices went up. Has anyone asked if they'd be prepared to cough up for a decent work space for the displaced persons of PUBL?**

- *Getting Results*, the expensive-looking new ILO media handbook, has already managed to get a result: it's been withdrawn. Apparently the Workers Group took exception to some of the language used (or rather not used – they searched in vain for words like “tripartism” and “social partners”). Shame on them. Their more ladylike members could have benefited from the invaluable Tips and Tricks for TV: “Women may use scarves to brighten the picture and wear simple but elegant jewellery. Prefer small diamond clusters to solitaires... Ask the producer what colours he [or she?] prefers for this programme... Do not show up in leading edge fashion if you are going to talk about poverty or disaster... Do not wear too much jewellery.” Happily, those responsible had the nostradamic foresight to make the handbook a loose-leaf job. Will they change the title page too? It bears that “not at all definitive” sunshine logo...

- **Thanks to the wonders of new technology, we are now able to get the thoughts of HRD twice over: once in a User Broadcast, then in a bulletin. No doubt this new streamlined approach to communication will enable them soon to provide us with the decisions on job classification, the fate of precarious staff, support for people with HIV/AIDS, and the follow-up to the Ombudsperson's recommendations. Any minute now...**

- In another of its User Broadcasts, on 28 October, HRD informs us that “the necessary measures have been taken in order to offer language courses again... an international call for bids was opened and, following a rigorous selection process, the services of ASC International House were retained”. In turn, the rigorously selected partner announces that “a series of language courses will take place in the purpose-built training centre” and requests that ILO clients complete a questionnaire in order to know their needs. It will “consult with potential clients before deciding on the programme for January 2003”. Shouldn't the programme and user requirements have been determined before opening an international call for bids and going through a rigorous selection process? Or is that old-fashioned?

- **The top ten health hazards worldwide – in terms of how much disease and death they cause – are, in order of danger: underweight, unsafe sex (that's two hazards, not one), high blood pressure, tobacco, alcohol, contaminated water, sanitation and hygiene, iron deficiency, indoor pollution, high cholesterol and obesity (World Health Report, 2002). To win this month's prize, identify the ones you do not associate with ILO employees. Not so easy, is it?**

- “Two great examples are restaurant ‘Town’ on W55th off 5th in the tiny Chambers Hotel, and ‘ILO’ in the dramatic black brick Bryant Park Hotel. They are helping to establish new mid-town modern cuisine” (New York restaurant guide). “I had lunch at ILO last week and though I thought the food was good, portions were small and service was awful. It is overrated and much too expensive for the service we received. No one knew what belonged to who” (comments from a customer). If that's the case, why on earth did they call it ILO? Does it even have a roof garden?

“Ilote” ■

(Editor's note: Ilote's ramblings in no way reflect positions adopted by any Staff Union committee. All contributions welcome. Write in confidence to ilote2002@hotmail.com)

Nouvelles de la Section pétanque

Suite au départ à la retraite de notre président Bernard Dournow, de notre trésorière Leitzia Rossini et de notre secrétaire Claude Merlin, un nouveau comité s'est formé comme suit.

Président: Tséring Lhakpa

Vice-président: Eric Saxod

Secrétaire: Johanna Boixader

Trésoriers: Andrina Laurie, Christophe Fernandez

Le premier concours de l'année, Inter-Nations Master 2002, groupe B, a été remporté par l'équipe du BIT: Rose Cucchi, David Morand et André Schmitt.

Pour les jeux Inter-Organisations se déroulant à Antalya (Turquie), l'équipe du BIT, composée de Christophe Fernandez, Eric Saxod, Tséring Lhakpa et notre coach Jovellanos, a fini à la 2^e place.

Le challenge Rosemonde organisé pour la première fois par notre nouveau comité a eu un grand succès.



Attachez vos ceintures

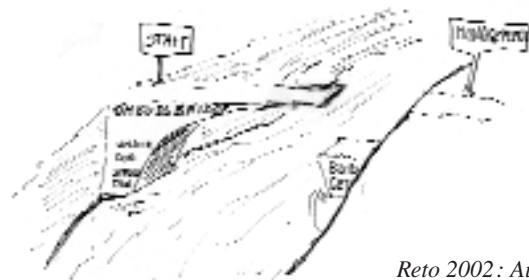
On pense toujours que les accidents de voiture impressionnants avec tôle froissée, blessés, etc., tels qu'on les voit malheureusement trop souvent à la télévision, n'arrivent qu'aux autres. Détrompez-vous.

Même si vous avez vérifié votre propre véhicule sous toutes ses coutures, si vous conduisez raisonnablement, connaissez – toujours – votre code de la route, et le respectez, vous n'êtes pas à l'abri de rencontres du 3^e type: les individus alcoolisés, quelquefois drogués et, cerise sur le gâteau, téléphonant même depuis leur portable au volant (peut-être pour commander d'autres packs de bière?). Et ne parlons pas de l'état de leur véhicule (pneus lisses, révisions inexistantes, vitesse), le tout formant un cocktail explosif aboutissant à l'accident.

J'en ai été le triste exemple cet été, victime d'un de ces criminels au volant, et il m'a fallu trois mois pour récupérer physiquement et moralement. J'ai eu beaucoup de chance de rester en vie cette fois-là, et je sais que la ceinture de sécurité m'a sauvée.

Je profite de ce petit article «anecdotique» pour remercier chaleureusement tous ceux et toutes celles qui, informés de mon accident, m'ont manifesté leur sympathie.

Viviane ■



Reto 2002: Autumn

US bank in hot water after telling clients to pull out of unionised firms

The Guardian, 21 November 2002

One of America's leading investment banks, Morgan Stanley, has outraged US unions by telling clients to pull their money out of heavily unionised industries.

"Look for the union label – and run the other way," the analysts say in a research note circulated to north American clients last Thursday.

Describing pension plans as "toxic" for shareholders, the analysts argue that union firms are more likely to provide retirement and healthcare benefits that could eat into corporate profits.

"Rigidity in labour costs, processes and pension requirements, while perhaps beneficial to employees, may prove toxic to shareholders," the note says.

Union leaders reacted furiously, accusing Morgan Stanley of giving irresponsible advice to investors.

In a letter to the bank, John Sweeney, the president of the AFL/CIO labour federation, said Morgan Stanley appeared to be "attacking the fundamental structures of fairness in our economy".

Pointing to the collapse of anti-union companies like Enron, WorldCom and Tyco, once the darlings of Wall Street, Mr Sweeney said analysts had failed to tell investors to sell these companies until it was too late to salvage anything from the "tech wreck".

"It is hard to resist the conclusion that the same biases about what constitutes successful employee relations underlie both your analysts' enthusiasm for Enron, WorldCom and Tyco, and their hostility to union workers and their employers."

In a separate note sent on Monday, the report's authors did an apparent u-turn, saying they were not anti-union, and that while heavily unionised industries have "meaningfully underperformed the market, we are explicitly not in a position to cite unionisation per se as a cause of this performance".

Morgan Stanley declined to comment: "We have heard from Mr Sweeney and we look forward to talking to him to address his concerns," a spokeswoman said.

Duncan Green from the lobby group Just Pensions, which puts pressure on the City to invest responsibly, said the bank was advising investors to contravene international labour laws.

"If these analysts lose their jobs as a result of their half-baked advice, I hope they don't go running to the union to defend them," he said.

Charlotte Denny ■

GENEVA: Changes planned for site of UN office

(from Le Temps, 26 November 2002, UN Wire translation)

The 3.3 sq km section of Geneva that is home to the UN Geneva office, the International Labour Organization and other international and nongovernmental organizations could soon welcome more such agencies, become greener and enjoy better transportation options, according to a plan presented this week by State Councilor Laurent Moutinot, the head of planning for the Geneva region.

Under the plan, which is open to public comment until January 5, Geneva would court international organizations working in fields, such as human rights, that are specialties of organizations already in the city; improve parks and gardens on the site; and try to improve access with a transportation plan that takes into account a planned commuter rail station, an existing streetcar stop and the likely construction of a new highway.

Since the ILO moved to the site in 1926, the UN Geneva office, about 20 international and nongovernmental organizations and various diplomatic missions have joined it.

Stephane Bussard ■

Internal candidates often better with history of good performance

(IWS Documented News Service, 21 November 2002)

Promoting a good internal candidate generally is better than choosing an outstanding external candidate, researchers find ITHACA, N.Y. Which is a better choice – the external job candidate who scored exceptionally high on an interview or the internal candidate who has an above-average, but not exceptional, past-performance record?

While it may be tempting to hire the freshest face with the glowing interview, the best choice, time and again, is the above-average employee in the organization who has consistently been rated well in the past, according to a new study. The researchers provide estimates of the strength of the relationship between past and future performance that supervisors can use in the hiring process.

"Past-performance appraisals are by far much more valid in predicting future job performance. Thus, as in most cases where there is reliable, valid information about an above-average internal candidate, that candidate should be selected over top external candidates who might have had a stellar interview," says Michael Sturman, an associate professor of organizational management, communications and law at Cornell University. Past-performance records, he says, are much better predictors of future performance than other recommended, but less valid, selection tools, such as structured interviews, cognitive-activity tests and job simulations. This is especially true for professional positions such as managers and supervisors, but it also holds true for jobs such as sales positions, bank tellers and production workers.

Even though an employee's job performance may vary over time as the worker acquires experience, gains or loses motivation and has different opportunities to succeed or fail, employers can expect an employee who has done well in the past to deliver a solid, positive performance record for years to come, the researchers found.

Sturman and his colleagues analysed 20 human-resources studies on individual performance over three or more time periods published in a range of scholarly journals on management, marketing and psychology. Together the studies' findings comprised hundreds of observations about on-the-job behavior in a wide range of positions. The researchers then calculated the correlation between past appraisals and current performance in several different job types. The range of jobs included both those that are evaluated objectively and those that are evaluated subjectively.

The report offers mathematical approaches employers can use to calculate the weight that should be accorded a particular type or age of appraisal. For example, Sturman and his colleagues found that the older the appraisal of an employee, the less it should be weighted, but on average, past employee data tends to be much more accurate than selection tests or interviews.

The researchers caution employers to use statistical or other hard evidence rather than emotions or "gut feelings" when making hiring decisions. For both internal and external candidates, hiring data should be collected in a consistent and even-handed fashion.

• *How to compare apples to oranges: Balancing internal candidates' job-performance data with external candidates' selection-test results*, available at www.hotelschool.cornell.edu/chr/research/