



TENTH ITEM ON THE AGENDA

ILO Human Resources Strategy: Update

1. This paper reports to the Committee the further progress made in the implementation of the major elements of the ILO Human Resources Strategy originally presented to the Governing Body in framework form in November 1999.
2. Since the last strategy update provided in March 2001, efforts have been focused on giving effect to, and consolidating, previous decisions of the Governing Body. This activity report is for information only. Issues requiring decisions to be taken by the Committee are contained in individual papers.
3. The order of presentation of the items below is consistent with prior update papers for ease of reference. It is not intended to be an indication of importance or priority.

A. Collective bargaining

4. Since March 2001, the Joint Negotiating Committee (JNC) has met regularly. One new collective agreement – “The Collective Agreement on Personal Development Plans” – was concluded during the period. There will be no changes necessary to the Staff Regulations to give effect to this agreement.
5. At the time of writing, two further sessions of the JNC are scheduled to be held before the Governing Body on the subjects of the Administrative Tribunal and Performance and Reward Management. A verbal report will be given to the Committee when it meets.
6. For information, since the JNC was formed almost two years ago, no discussions or negotiations have resulted in a “failure to agree” between the parties.

B. Grading

7. At its 280th Session, the Governing Body decided to:

note the Collective Agreement on Arrangements for the Establishment of a Baseline Classification and Grading System and approve, on an exceptional one-time basis, any necessary derogation from article 4.2(f) of the Staff Regulations solely for the purpose of meeting the Office’s commitment ... and on the understanding that the baseline grading exercise will be completed by November 2001.

8. Additionally, the representative of the Director-General agreed to report on the implementation of this agreement at the 282nd Session of the Governing Body.
9. The agreement was implemented, as planned, between the 280th and 282nd Sessions of the Governing Body, in two phases. It should be recalled that the baseline agreement was designed to re-introduce a timely and fair approach to grading following a lengthy “grading freeze”; to respond to the effects of the headquarters’ reorganization which took place on 1 January 2000; to resolve all outstanding grading claims in the Office; and to take account of the changing practice with regard to Professional staff grading relating to the role of field service.
10. The first phase of establishing a new baseline for grading took place in Geneva in the months between April and September 2001. The baseline exercise in the field was conducted between September and November 2001 using the same mechanisms.
11. As a consequence of the exercise, XXXX jobs were re-evaluated. XXX jobs were upgraded (X per cent of the population) and XXX grading appeals remain to be examined by the Independent Review Groups (X per cent of the population). A small number of jobs were adjudged to be too highly graded and these situations will be addressed when the posts become vacant. In summary, in the process of bringing the ILO’s grading procedures up to date, X per cent of the population have accepted the outcomes of the process.¹
12. The implementation of the baseline agreement has enabled the ILO to eliminate all its grading backlog and to assure a timely resolution of future grading issues. In order to continue this process beyond the 282nd Session of the Governing Body, and to avoid a new backlog building up with the attendant problems associated with this, a new collective agreement has to be agreed to prescribe the ongoing and long-term grading arrangements. Negotiations have been held and, at the time of writing, the draft agreement is pending signature. A verbal update on this situation will be given to the Committee.

C. Harassment-related grievances

13. Under a separate item on the agenda, the amendments to the Staff Regulations giving effect to the new harassment-related grievance procedures are presented to the Committee for approval.
14. All the new infrastructure necessary for the implementation of the new procedures is now in place including trained facilitators; a Joint Panel, led by an external legally qualified chair and appointed jointly by the Office and the Staff Union Committee, for the final internal review of grievances; and an Ombudsperson appointed in a similarly joint manner.
15. To date, no cases have been referred to the Joint Panel.

D. Grievance handling

16. The infrastructure described in paragraph 14 above is essentially shared between the harassment and grievance procedures. The new grievance procedure is therefore now fully in place.

¹ The latest available data will be presented to the Committee when it meets.

17. To date no cases have been referred to the Joint Panel.

E. Resourcing

18. Steps to improve the speed and quality of recruitment decisions continue. With some exceptions relating to the availability of Web connections, in certain countries applications to the ILO are now taken only on line.

19. Work has now commenced to develop a formal assessment process for Field Office Director and all "D" posts. This will be operational at the beginning of 2002.

F. Development appraisal

20. Agreement has been finalized on the introduction of Personal Development Planning (PDP) procedures. As a result of the introduction of PDP, every ILO official will develop and update a personal development plan on an annual basis. The inputs to this process will assist in the development of overall ILO training and development priorities. The first round of PDP discussions will take place early in 2002.

21. ILO training priorities will be discussed at a new Joint Training Council. The Council is designed to increase the involvement of line management and representatives of staff in the establishment of training priorities.

22. There will be no changes necessary to the Staff Regulations to put the PDP system into place.

G. Young Professional Career Entrance Programme (YPCEP)

23. YPCEP "first intake" officials will move into field appointments at the beginning of 2002 to coincide with the second intake of new YPCEP participants. Once more, the intake is designed to assist with the ongoing Office policies of rejuvenation, increasing national diversity and achieving gender balance.

H. Contract policy reform

24. Further details of the Office's plans to reform contract policy are reported in a separate paper presented to the Committee at this session.

I. Work-life initiatives

25. A paper under another agenda item presents proposals concerning the recognition of domestic partnerships, for limited purposes.

26. Amendments to the Staff Regulations have been drafted to give effect to the implementation of procedures for facilitating attachment of earnings in certain circumstances. These amendments have been presented for the Committee's approval under a separate agenda item. The Committee might note, in relation to the issue of paternity leave, that the International Civil Service Commission has indicated that next year it will be examining the development of uniform guidelines for the common system

organizations, “but, in the meantime (ILO) may wish to proceed with (its) plans to introduce paternity leave on a pilot basis”. In the light of this advice, it is considered preferable to propose that a circular be issued to promulgate the paternity leave policy, rather than amending the Staff Regulations to introduce a provision for a trial period.

J. Performance and reward management

27. Discussions have commenced to develop new approaches, within the terms of the Common System, to simplify and improve access to certain benefits; to re-engineer some benefits which no longer fit with the ILO’s mission and values; and to review our approach to financial and non-financial reward. Further reports will be given to the Committee as plans are developed.

Submitted for information.

Geneva, 25 October 2001.