



Governing Body

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Programme, Financial and Administrative Section

PFA

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Amendments to the Staff Regulations

Performance appraisals

Summary: In accordance with article 14.7 of the Staff Regulations, and after having consulted the Joint Negotiating Committee, the Director General has amended Chapters II, V and VI as well as Annex V of the Staff Regulations.

Author unit: Human Resources Development Department (HRD).

Related documents: None.

1. The ILO's Performance Management Framework and its associated appraisal processes and forms are reviewed regularly as part of the Office's commitment to continuous improvement, to ensure that they are adapted to evolving needs and remain fit for purpose. A review in 2024 identified several opportunities to optimize the performance appraisal process, as well as a need to review the roles that can be included as actors in completing appraisals. Certain of these changes require amendments to the ILO Staff Regulations to ensure that its provisions accurately reflect the operational realities and address the needs of the staff.
2. Chapter II has been amended to provide for more flexibility in the definition of a technical reviewing chief, to clarify the role of the managers in the reporting hierarchy and to introduce an additional matrix manager role.
 - (a) There are benefits for staff in certain roles to receive technical observations in their appraisal, beyond the current provisions which only foresee this possibility for technical specialists in the field. Equally, with the emphasis on increasing the ILO's presence in the field, the provision of such guidance should no longer be limited to directors in headquarters.
 - (b) The current definitions for responsible chief and direct supervisor do not accurately reflect the roles in the appraisal process. In reality, there are two hierarchical managers who may be involved: the first-level manager and the second-level manager. Depending on their seniority, these managers may or may not be responsible chiefs.
 - (c) Increased mobility, global teams and multi-country development cooperation projects mean that the manager or Chief Technical Adviser who is responsible for defining objectives and managing delivery of work products for their team may not be in the same country where the staff members are working. The matrix manager role recognizes this reporting line, while also maintaining the hierarchical reporting structure through the Country Office Director to the Regional Director, which is essential in view of the responsibility that they have for overseeing the conduct, security, and well-being of their staff.
3. An analysis of the appraisal process highlighted that many managers, particularly at higher levels in the Organization, were overwhelmed by the number of appraisals that they had to review for their second-level reports. Article 6.7 has been amended to allow flexibility regarding which appraisals require a second-level review, with the aim to reduce bottlenecks and enable managers to focus on the priority appraisals – those for their direct reports, those outlining exceptional performance and those highlighting underperformance.
4. Chapters V and VI and Annex V have been amended to align with the changes introduced in article 2.5 *bis* regarding first-level managers, second-level managers and matrix managers, and have been adjusted to reflect that appraisals are reviewed and transmitted online rather than being initialled by hand.
5. These changes have been consulted with the Joint Negotiating Committee and are non-controversial; they also have no significant financial or policy implications.

► Appendix

Amendments to the Staff Regulations

Chapter II. Organization of the staff

Article 2.3

Responsible chief

(a) Each official shall report to a chief who shall supervise the official's work and be responsible for such functions in relation to the official as are prescribed in these Regulations. The responsible chief shall keep officials informed of the chief's opinion of their work.

(b) For the purpose of these Regulations the responsible chief shall be:

- (1) the Director-General for officials who report directly to the Director-General;
- (2) the Deputy Directors-General and Assistant Directors-General for officials who report directly to them;
- (3) the directors/chiefs of organizational units for officials in those units unless the Director-General has designated another official in respect of a subordinate organizational unit;
- (4) the official to whom they report, for all officials not covered by (1), (2) or (3) above.

Article 2.4

Technical reviewing chief and resident coordinator

- (1) ~~The Director-General may determine that F~~ for the performance appraisal of ~~a technical specialist, or a senior technical specialist, in a duty station other than headquarters~~ certain officials, ~~account being taken of the nature of their job and exigencies of service,~~ a technical reviewing chief shall provide technical observations in accordance with article 6.7, paragraph 1. ~~to be done under the coordination of the official's responsible chief. The responsible chief shall be the director of the duty station of such an official. The technical reviewing chief of such an official shall be the director of the relevant organizational unit at headquarters.~~
- (2) For the performance appraisal of an official who is designated as a member of a United Nations country team, the resident coordinator shall provide an assessment, in accordance with article 6.7, paragraph 1, against the measures defined in the agreed output relating to their contribution to results towards joint United Nations activities as set out in the United Nations Sustainable Development Cooperation Framework and other agreed inter-agency commitments and activities. The resident coordinator shall submit this assessment to the official's first-level manager ~~to the official's responsible chief~~ as input into the official's performance appraisal.

Article 2.5

Supervisor

Notwithstanding articles 2.3 and 2.4 above, officials in a subordinate organizational unit may also have a supervisor ~~in a subordinate organizational unit~~ who will supervise and guide their work on a daily basis and may be asked by the responsible chief to provide input on the official's performance appraisal.

Article 2.5 bis

First-level manager, second-level manager and matrix manager

- (1) For the purposes of performance management, the first-level manager shall be the official's supervisor in accordance with article 2.5. If the official does not have a supervisor as provided for under article 2.5, the first-level manager shall be the official's responsible chief.
- (2) For the purposes of performance management, the second-level manager shall be the official to whom the first-level manager reports.
- (3) Notwithstanding the foregoing, the Director-General may determine that for the performance appraisal of certain officials, account being taken of the nature of their job and exigencies of service, certain or all functions of the first-level manager under these Regulations in the area of performance management shall be discharged by a matrix manager, serving in a different organizational unit. The Director-General may equally establish the necessity of obtaining the views, pursuant to article 6.7, paragraph 1, of any other official under whose supervision the official has worked during the period under review before the performance appraisal is completed.

Chapter V. Probation

Article 5.1

Period of probation

(a) An official appointed to a job other than of a temporary nature shall be on probation for the first two years following appointment. The official's performance and conduct shall be evaluated by the ~~responsible chief~~ first-level manager at 12 and 21 months of service, with a mid-term review taking place after 6 and 18 months of service. This shall be done in accordance with the procedure established in article 5.5. Furthermore, during the probationary period, the ~~responsible chief~~ first-level manager shall request and consider the input of a number of jointly designated colleagues who are familiar with the official's work, or staff who report to the official.

(b) An official on probation shall be transferred in the same grade or promoted to a higher grade only in exceptional circumstances.

(c) If an official is absent on special leave, sick leave or parental leave in accordance with articles 7.7, 8.6 or 8.7 for consecutive periods of one month or more, the period of probation will be extended accordingly.

Article 5.2

Extension of probation

The period of probation may be extended by the Reports Board for a period not exceeding 12 months if the official's performance or conduct is deemed by the first-level manager ~~responsible chief~~ not to be fully satisfactory or not to fully meet the requirements of the job. Prior to the end of the period of extension, a performance appraisal shall be established in accordance with article 5.5.

Chapter VI. Advancement, appraisal and change of grade

Article 6.4

Withholding of increment

1. In the case of an official whose performance is being appraised as unsatisfactory, the responsible chief may, ~~when completing the performance appraisal provided for under article 6.7 (Performance appraisals),~~ recommend the withholding of an increment. The increment may be withheld by the Reports Board after it has ascertained the views of the official and the responsible chief. The withholding of a second increment during the period before the next performance appraisal is due is subject to the provisions of article 6.7(4).

2. The withholding of an increment shall not affect the official's right to consideration for an increment on the next incremental date. An increment which has been withheld may subsequently be restored by the Reports Board on the recommendation of the responsible chief.

3. Where it has been decided that an annual increment shall be withheld, the official may appeal within one month of receipt of the Reports Board's decision to the Joint Advisory Appeals Board if the official considers that the decision has been based on an erroneous evaluation of performance or that the decision has been made for reasons unconnected with performance or conduct.

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Article 6.7

Performance appraisals

1. The performance and conduct of each official shall be appraised on a form prescribed by the Director-General after consulting the Joint Negotiating Committee. The appraisal shall be carried out by the official's ~~responsible chief~~ first-level manager, who may obtain the views ~~of the official's supervisor~~ or where appropriate, of any other official under whose supervision the official has worked during the period under review. Technical observations from the technical reviewing chief and/or an assessment by the resident coordinator shall be provided for the period under review where applicable as provided for in article 2.4. In the case of ~~responsible chiefs and supervisors~~ officials with supervisory responsibilities, the views of the officials reporting to them will be considered, as appropriate.

2. The appraisal shall be communicated to the official, who shall ~~initial~~ review and return it within eight days of its receipt, attaching to it any observations the official may wish to make. ~~These observations shall be filed with the appraisal unless the Director-General decides otherwise. The Director-General may determine which ratings within the appraisal must be brought to the attention of the second-level manager. This may also be requested by the official on their own initiative. In such cases, any comments of both the first and second-level manager shall be communicated to the official, who shall review and return the appraisal within eight days of its receipt, attaching to it any observations the official may wish to make. The appraisal, together with any observations which may have been made by the official, shall then be transmitted to the official to whom the responsible chief reports, who may add observations to it, in which case it shall be returned to the responsible chief and to the official for initialling. It~~ The performance appraisal shall then be transmitted to the secretary of the Reports Board. Any observations made by the official shall be filed with the appraisal unless the Director-General decides otherwise.

3. After the probationary period as defined in articles 5.1 and 5.5 including any extension thereof as provided for under article 5.2, an official shall be appraised on an annual cycle which is aligned with the calendar year, with a mid-term review. Any intervening period of six months or more between the

end of the final probationary appraisal period and the start of the calendar year, shall be subject to an appraisal covering the period to the end of the current calendar year. Any intervening period of less than six months shall be covered by the subsequent appraisal cycle.

4. Proposals to apply to an official the provisions of article 6.4 shall be included in the performance appraisal, as applicable, and submitted to the secretary of the Reports Board for further review by the Reports Board.

5. The Reports Board may recommend, as necessary, the establishment of ad hoc performance assessments as a follow-up measure.

Annex V. Annual appraisals and adjustment of salary of fixed-term development cooperation project staff

1. (a) An official on a fixed-term development cooperation project shall be appraised by their ~~responsible chief~~ first-level manager on an annual cycle which is aligned with the calendar year. For this purpose, the procedures set out in article 6.7.1 and 6.7.2 of the Staff Regulations shall be followed.