Human Resources Strategy

Outcome 1: Enhanced talent and leadership

Indicator	Baseline	Target for 2010-15
1.1. Percentage of staff who have completed skills profiles	10% (September 2009).	80% of staff
1.2. Percentage of women in management positions (P5 and above) and number of nationalities represented in the Office	33.6% of senior positions are occupied by women.

118 nationalities among positions subject to geographical distribution.

149 nationalities in the Office, including all categories of staff. | Gender parity in senior positions

10% increase in the number of nationalities represented in the Office. |
| 1.3. Staff Development Funds allocated for talent and leadership | Approximately 20% of projected 2008–09 central training funds.

Management Leadership Development Programme workshop; library of self-directed learning modules; ad-hoc workshops around UN country team leadership, and other various targeted responses to specific needs. | 25–35% of Staff Development Funds used for talent and leadership.

Comprehensive leadership programme includes training to develop leadership skills in the areas of: engagement, motivation, performance, coaching, leveraging diversity and developing staff.

The performance management framework hold managers accountable for developing leadership skills |

2014-15 milestones	Progress in the biennium/results against the target
30% of managers participate in workshop on motivating and engaging staff	The importance of managers in engaging, motivating and developing staff was emphasized through the Performance Management Framework and the leadership development offerings. The theory and practice required for the development of these skills are covered during the first two days of the Creating Results Through People workshops. Overall, 33% of managers participated in workshops on motivating and engaging staff.
Comprehensive programme for managers fully rolled out

All P5-D1 managers held accountable for allocating 1-2 days per year as part of their leadership development objective | The ongoing development of all staff is encouraged through the Performance Management Framework and managers are encouraged to allocate 1-2 days per year to developing their leadership skills. In 2014, Human Resources Development (HRD) introduced a four-tiered leadership development framework with a view to systematic capacity building throughout the Organization.

The four levels cover: "leading self", "leading projects", "leading others" and "leading leaders". Each level requires different skill sets |

	and competencies, and, at each transition, these capabilities must be developed in order to lead successfully. Guided by the ILO's leadership competencies and the skill/behavioural requirements at each leadership level, emphasis has been placed on customizing initiatives to meet the unique needs of each target audience. The expanded portfolio of leadership development offerings includes the Executive Leadership and Strategic Management Programme (ELSM) for senior managers, Upward Feedback for responsible chiefs, Executive Leadership Coaching and Executive Communications Coaching. HRD has regularly supported Directors in the field to attend the United Nations Country Team Leadership Skills (UNCT) course for senior leaders, organized by the United Nations System Staff College (UNSSC). HRD has increased its support for this system-wide capacity-building and networking event in response to decisions taken during the review of the ILO field structure.
Design and plan implementation of an electronic tool for analysis and consolidation of Office Wide training needs	In 2010-11 and 2012-13, learning needs identified on the basis of the Performance Management Framework development objectives were entered manually into stand-alone databases, through which they were consolidated and analysed in order to provide biennial learning needs reports. This process supported the centralized and decentralized delivery of capacity development activities and provided essential information for the design of the ILO's integrated online talent management system, ILO People. The Performance Management Framework requires that each Official discuss and agree on at least one development objective with his or her manager. The actions associated with this objective may be taken from the library of available activities within the ILO People Learning Management System or added on an ad hoc basis. Each activity may be linked to a specific competency or category of learning. Reports concerning office-wide needs may then be generated through the system and the status of all internally tracked activities is updated automatically.
The ILO e-recruitment system is fully integrated with IRIS	Several important developments in the area of recruitment and selection prevented the Office from fully integrating the ILO e-recruitment system into IRIS. These include the adoption of a new recruitment and selection procedure in 2014 and the intention of several UN agencies to opt out of the existing e-recruitment portal. HRD is following up on these developments and plans to revisit the issue as appropriate during the biennium 2016-17.

Outcome 2: Improved work quality and responsiveness through increased accountability

Indicator	Baseline	Target for 2010-15
2.1. Percentage of staff in key positions undergoing management training in internal governance and operational procedures	Participation in internal governance-related training is voluntary and limited to ad hoc initiatives	90% of managers and 75% of senior P staff in key positions.

2.2. Percentage of staff whose performance appraisal report is up to date under the new system	57% of performance appraisal reports submitted within one year after due date	95% compliance.
2.3 Existence of effective reward and recognition mechanism	Merit increments and personal promotion (adopted in the 1980s)	Effective rewards and recognition mechanism, as well as effective systems to deal with underperformance, linked to the new performance management framework

2014-15 milestones	Progress in the biennium/results against the target
Managers able to recognize good performance and tackle underperformance supported by appropriate policies and procedures	The Performance Management Framework, introduced in 2009, emphasizes performance management as a continuous process of dialogue and feedback. Throughout the period 2010-15, this cultural change was reinforced through the Creating Results Through People workshops, in which the first two days focused on individual feedback and communication regarding performance and delivery. These workshops cover aspects of motivation and engagement, recognition of high performance and techniques for managing performance problems. As part of the human resources reform process, HRD has responded to the recommendations of the working group review on Rewards and Recognition with a proposal for a new framework. The review of this proposal is awaiting further consultation with the Staff Union.
Internal governance training available to key existing and newly appointed staff	Since the introduction of the Internal Governance online e-Learning Programme in 2013, HRD has been working with the relevant departments to ensure that workshops are available in all key areas of governance and are delivered in a timely manner to a variety of target audiences. An audit of existing and planned offerings has been completed and action has been taken to ensure that any identified gaps have been addressed.
New Orientation courses/activities available to a wider audience	HRD ensures that the majority of officials recruited under the Regular Budget take part in one of the four orientation workshops that are organized for new officials during each biennium. In addition to the previous audience of Professional staff, the target group has been further expanded to include General Service Staff, National Officers, Junior Professional Officers and the directors and staff of technical cooperation projects. Recognizing that all staff would benefit from a structured introduction to the Organization, HRD and the ILO International Training Centre (ITC-ILO) in Turin have been working with ILO experts in various fields to develop an on online induction programme. The full programme will consist of a new introductory course, combined with the Internal Governance Programme and three other existing e-learning programmes targeting the core mandate of the Office. The new course introduces new officials to the mission and mandate of

	the ILO and its history, structure and governance, outlines the key areas of the Organization's work and explains how it collaborates with partners within and outside the UN Common System. The new course and the full programme will be available in English, French and Spanish to all ILO staff worldwide from early 2016.

Outcome 3: Improved staff effectiveness and efficiency through teamwork and collaboration

Indicator	Baseline	Target for 2010-15
3.1 Number of officials participating in team building and collaboration training	5-10% of activities based on the 2006-07 staff development activity report.	Teamwork and collaboration cut across all group-based activities and the performance management framework and are an integral part of leadership development objectives.
3.2. Number of ILO detachments within the UN system, with constituents' organizations, and other outside entities	25 staff movements in 2007-09 (10 to UN, 2 with private sector).	Increase of 20% of total number of movements.

2014-15 milestones	Progress in the biennium/results against the target
Workshops for all staff on team building	Leadership development activities at all levels incorporated aspects of teamwork and collaboration. Collaboration is one the ILO's core competencies and all staff members with supervisory responsibilities are evaluated through upward feedback using specific managerial indicators for each competency. HRD supports the organization of team-building workshops for all staff through a pool of facilitators with expertise in organizing such activities. These facilitators have been evaluated and selected by HRD through a formal recruitment procedure and are retained under a framework agreement with pre-defined rates and conditions with the aim of encouraging individual work units to take advantage of their services and simplifying the hiring process. Biennial statistics show that in 2014, 75% of all off-site meeting requests indicated that the event had a focus on teamwork and collaboration. This number rose to 90% in 2015.
Maintain at the same level (At least five staff members each year proactively encouraged and enabled to undertake exchange programmes within and outside the UN system)	17 staff members undertook an exchange to various UN agencies during 2014-2015, more than twice the number from the previous biennium and well above the intended target, confirming the positive signs which have occurred in terms of overall mobility of ILO staff members during the reporting period.

Maintain at the same level (At least four recruitments per year target staff on secondment from UN system agencies or exchange programmes with constituents?)	Number of secondments from other agencies was maintained in 2014-15 at a similar level to the previous biennium (14 in 2014-15 - 13 in 2012-13), well above the intended target.
Rewarding staff and teams on collaboration	A review of the proposed new rewards and recognition framework is awaiting consultation with the Staff Union. The proposed framework aims to: • motivate and reward exceptional performance • recognize staff contributions that support individual, team, department and/or organizational values and goals • provide both individual and team recognition and rewards • encourage greater collaboration and teamwork, innovation and client service.

Outcome 4: Increased staff satisfaction and performance through enabling working environment

Indicator	Baseline	Target for 2010-15
4.1 MOSS compliance for all locations	95% compliance in established offices Project offices being assessed	Maintain full compliance.
4.2. Proportion of work-related issues solved through informal mechanisms	20% of reported work-related issues led to formal dispute resolution machinery	Proportion of conflict leading to formal dispute resolution machinery not to exceed 25%
4.3. Level of satisfaction of staff	To be determined through staff survey to be conducted in 2010	10% increase of staff satisfaction

2014-15 milestones	Progress in the biennium/results against the target
Managers are empowered and accountable to resolve conflicts related to performance. The percentage of disagreements on performance reaching the Reports Board is reduced Ongoing monitoring (of occupational safety and health policy)	HRD has provided a range of activities, including the Creating Results through People workshops on feedback and on-going dialogue, as well as specific training on conflict management, in order to empower managers to address performance issues. Internal coaching in this area is available to managers and staff members on a confidential basis; external coaches from within the ILO's coaching pool have also helped managers to address these issues. The Reports Board secretariat reviews all performance appraisals and has noted increased evidence of on-going dialogue and effective management of underperformance. The secretariat refers any cases of concern to the Reports Board, which has also noted a positive

Assessment and review of new policies introduced (on work-life balance)	trend toward constructive commentary and mutual acknowledgement of areas for development.
Maintain at the same level (Basic Security training for all officials)	*a)* ILO field offices MOSS Compliance: 90% (compliance with limitation according to UNSMS criteria (71-90 %). *b)* From UNDSS statistics 539 ILO staff have successfully completed and obtained the Basic Security in the Field certificate. 321 have obtained the Advanced Security in the Field Certificate. These certificates are valid from 2013 to 2016.
10-20% increase in staff satisfaction	The general Staff Satisfaction Survey process was discontinued. However, as part of the reform process, several initiatives aimed at surveying the overall organisational health were carried out. A new benchmark for staff satisfaction has been established under the Business Process Review.