

第十三项议程

局长人力资源管理领域 改革行动计划所产生的提议

文件的目的是

提交关于改革招聘和选拔程序的提议，并报告局长人力资源改革在其他所有领域政策和做法方面取得的进展，包括考虑到理事会可能提供的指导和指引而在这些领域所规划的行动。

邀请理事会批准附件中所包含的职员条例修正案并对所提议的未来人力资源改革方向予以指导(见第 46 段的决定草案)。

相关的战略目标：治理、支持和管理。

法律影响：职员条例修正案。

财政影响：附件中所包含的职员条例修正案没有直接的财务影响。一些提交理事会要求指导的提议可能有不同的财务影响，其细节将在适当时候提交。

需做的决策：批准附件中所包含的职员条例修正案。

需采取的后续行动：劳工局将按照要求在理事会第 322 届(2014 年 10 月)和 323 届(2015 年 3 月)会议上提供最新进展情况及进一步政策提议。

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相关文件：理事会文件 GB.279/PFA/12；GB.294/PFA/16；GB.306/PFA/12/2；GB.312/PFA/13；GB.312/PFA/PR；GB.316/PFA/PV；GB.317/INS/12/2；GB.317/PFA/PV；GB.320/PFA/1；GB.320/PFA/INF/4；GB.320/PFA/INF/5。

1. 根据 2013 年 3 月理事会的要求，¹ 本文件包含了关于改革招聘和选拔程序的具体提议，包括改进劳工局人员流动性和地区及国家多样性的途径。文件还报告了局长人力资源改革在其他所有领域的政策和做法方面取得的进展。²
2. 这些提议是通过焦点小组或者面向全体职员的调查以磋商性和包容性的方式产生的，并且在联合谈判委员会(JNC)中与职员代表进行了研究和讨论，包括通过一系列主题务虚会的形式。将来的工作会继续以同样参与性的方式开展。
3. 考虑到现有人力资源战略的期限，局长将参照 2010-15 年期间所获得的成就和经验教训提出与下一个战略政策框架相关联的新的人力资源战略。³

A. 员工队伍规划、招聘和选拔、多样性和流动性

员工队伍规划

4. 作为一个知识密集型组织，国际劳工组织的成功在很大程度上取决于在合适的时间将合适的人员安排在合适的岗位。这就要求通过系统的程序和工具来确定当前和未来的员工队伍需求及针对这些需求的战略和计划。根据外部审计员 2011 年的建议和独立监督咨询委员会 2012 年的建议，劳工局已经采取行动，配备了加强员工队伍规划的工具和程序。
5. 作为一个充分整合的电子人才管理套件 (包括“学习管理”、“绩效管理”和“员工概况”模块) 的一部分，2014 年 2 月 3 日在全球范围内启用了一个新的技能图谱绘制和员工队伍规划工具。其目的是帮助劳工局查找在组织技能方面的差距并进行弥补，加强职业发展和流动性，并且为了解和发展内部专业知识提供支持。“员工概况”这一技能图谱绘制和员工队伍规划工具将成为了解员工技能和经验的一个重要机制。它还将通过追踪员工在地域和职能流动方面的意愿来更好地支持职业志向。这一工具将和电子人才管理套件中其他模块一起被用于整个劳工局的长期员工规划，并帮助劳工局开发战略员工队伍规划数据和进行报告。

对 2000 年招聘和选拔程序的审评

6. 在 2011 年调解⁴ 所取得的成就的基础上，并考虑到理事会所表达的有关招聘和选拔做法的意见和关切，⁵ 劳工局和职员工会达成了一个新的有关招聘和选拔程序的集体协议，将取代 2000 年关于招聘和选拔程序的集体协议。⁶

¹ 理事会文件 GB.317/PV，第 728 段。

² 理事会文件 GB.317/INS/12/2。

³ 理事会文件 GB.306/PFA/12/2。

⁴ 理事会文件 GB.312/PV，第 752–763 段。

⁵ 理事会文件 GB.316/PV(&Corr.)，第 694-705 段。

⁶ 理事会文件 GB.279/PFA/12。

7. 新的招聘和选拔程序将通过本文件附件中所包含的对职员条例第四章和附录一的修正案草案来实施。其目的是确保对标准和程序的统一管理，一个透明的过程和强有力的择优招聘标准，同时也满足劳工局改善流动性和提高多样性的需求。以下是这一新程序中最重要内容：

- (a) 通过建立一个包括管理方和员工代表的中央招聘、派任和流动委员会(RAMC)，上述员工队伍规划过程和工具将融入有关空缺开放、开放的时间和填补空缺方式的决策过程。该委员会(RAMC)将发挥顾问作用，其构成和职能将类似于联合国大多数组织的任命和选拔委员会。⁷ 该委员会将在通过现有员工的平行流动，特别是地域流动以填补岗位空缺和向局长提出有关总体人员配备趋势特别是性别和地区多样性不平衡的意见方面发挥关键作用；
- (b) 确认了 2005 年引入的政策，即通用能力评价作为一种选拔工具仅限于招聘外部候选人和官员向更高一级提职时使用，同时支持将能力评价用于发展性目的；并且确认了 2011 年所同意的政策，即除使用经过培训的内部考官外，还使用由管理方和职员工会共同选出的外部专业考官；
- (c) 在确定候选人短名单和对其进行专业评价方面确立更加严格和更加统一的步骤；
- (d) 建立选拔小组来负责对候选人进行专业评价。选拔小组将包括相关主管，一名人力资源发展司的代表，和一名独立成员。独立成员将从与工会协商一致而任命的、已接受招聘面试技巧培训的官员名单中选择。

8. 竞争性选拔的选拔程序将包括以下步骤：

- 1. 人力资源发展司和相关主管对于在同一级别之间进行职能或地域流动、符合所公布岗位专业要求的内部候选人的申请予以查明确定；
- 2. 招聘、派任和流动委员会(RAMC)根据事先决定的标准对有资格的内部候选人进行职能和地域流动机会的审评；
- 3. 在没有适合进行职能或地域流动人选的情况下，对其他候选人(外部候选人或申请提职的内部候选人)进行筛选并在必要时请其接受专业评估和能力评价；
- 4. 专业小组的建议则通过委员会(RAMC)提交给局长，以便在做出最终任命或提职时能够考虑到其他相关因素；
- 5. 局长做出决定。

9. 这一新程序的实施对 2008 年引入招聘、派任和安置系统(RAPS)以来所确定的需遵守的标准招聘时限不应该有任何重大影响。

10. 在对合同政策进行审评以前，拟议程序将继续作为填补经常预算所有专业职类(P1—P5)和总部一般事务职类(G1—G7) 空缺岗位的标准做法。所提议的对职员条例第 4 款的修正案还有一个目的就是正式规定把竞争作为外地办事处本地岗位(包括一般事

⁷ 见联检组报告 “联合国系统组织职员招聘：一个比较分析和比照评估框架” (JIU/REP/2012/4)。

务和国家专业官员职员)的常规招聘方法,同时由各地区自行决定如何应用招聘和选拔程序的原则。

11. 新的招聘和选拔程序将逐步在 2014 年开始实施,目标是在 2015 年全面实施。

提高多样性

12. 在有关职员构成和结构的年度报告中,⁸以及 2010-15 年人力资源战略的指标中,⁹对多样性的评估主要是关于性别平衡目标(特别是高层岗位)和国别代表性的适当幅度,即根据每个国家会费在国际劳工组织经常预算中的占比所确定的专业和更高类别的经常预算职位数。但是,这些职位占有所有专业和更高类别职位的 65%,仅占国际劳工局员工队伍总数的 25%。
13. 多样性是一个更广泛的概念,应当包括以下方面的内容,如:专业背景、国别、语言、宗教、民族和文化来源,及少数群体如残疾人等。一方面劳工局认为,应该相对于国际劳工局总体的员工队伍来衡量多样性,同时它也认识到在为国际劳工组织在各个级别服务的职员的地域来源方面(特别是关于某些地区和次地区)需要做更多的工作,以便保证更平衡的员工队伍构成。针对地域多样性问题,正在采取下列措施:
- (a) 通过前面所提到的委员会(RAMC)对有关多样性目标的进展进行经常监督。为了解决任何严重的不平衡问题(特别是一个国家没有任何国民在劳工局工作或者是在劳工局工作的官员人数明显不足),将拿出一定数量的空缺或预计空缺,特别是初级职位来通过仅面向没有代表性和代表性不足的国家国民的竞争来专门从这些国家招聘。
 - (b) 局长将运用其在填补可直接选拔岗位(即 D 级高级岗位和 P5 级外地办事处主任岗位)方面的自主权来解决有关性别和多样性不平衡问题,特别重点关注高级职位地域和国别多样性。
 - (c) 劳工局将在专业和更高级职位岗位空缺发布方面加强其与成员国的合作,以便在三方成员中更好地发布空缺岗位通知。
 - (d) 劳工局将采取人才物色方面的举措,组织专门面向代表性不足地域群体的招聘研讨班。
 - (e) 在空缺通知中语言方面的要求经常被认为是从某些很少使用国际劳工组织三种官方语言(英语、法语和西班牙语)的地区招聘人才的主要障碍,在这方面劳工局将更有力地执行职员条例中所规定的语言要求——见附件中建议文本的第 4.2 款第 (ii) 段。根据这一规定,对于母语不是国际劳工组织三门官方语言之一的外部候选人,熟练掌握一种工作语言即满足要求,只有其母语是三门官方语言

⁸ 理事会文件 GB.320/PFA/INF/4。

⁹ 理事会文件 GB.320/PFA/1, 附件。

之一的候选人才要求较好地掌握第二门语言。但是，为了保证国际劳工组织是一个多语言的组织并且保证其官员能够流动并且具有多方面才能、能够用多种语言提供服务，将采取要求新招聘的职员在其入职后几年内掌握第二门工作语言的员工发展措施。

改进流动性

14. 为了有效地为其三方成员服务，劳工局需要有一个具备广泛国际经验的多文化职员群体。对联合国系统的机构来说，人员流动被证明是非常具有挑战性的。只有那些在各地都广泛设有办事处的机构才能够成功实施长期连贯和义务轮岗政策。大多数机构都尽量在法定轮岗和职业发展所规划的流动性之间保持平衡。
15. 目前，总部和外地在专业和更高类别岗位方面的比例是二比一(总部约有 530 个岗位，总部之外的办事处约有 250 个岗位)。并且，很多这样的岗位都是隶属于管理和改革部门，其员工大部分集中在总部。因此，国际劳工局的人员配备结构不允许在广泛的职业范围内实施同等的正式轮岗政策。
16. 与全体职员的磋商以及与职员代表在联合谈判委员会的磋商都清楚地表明员工认可自愿流动的概念，但同时需做出努力以便利地域和职能性流动。
17. 劳工局期待通过更加结构化的员工队伍规划和上文所描述的新的员工概况及招聘和选拔工具来极大地改进职能和地域流动性。劳工局将继续积极地支持与其他组织之间的双向流动，特别是通过跨机构流动机制与联合国共同系统内的组织之间的双向流动。在这方面，劳工局积极为对联合国常驻协调员职位感兴趣的职员提供支持。
18. 并且，联合谈判委员会正在对 2005 年地域流动性政策进行审评，¹⁰ 目的是：
 - (a) 根据国际公务员制度委员会(ICSC)所确定的工作地点艰苦程度来重新确立标准的派任期限(即职员在某一工作地点服务的具体时间)；
 - (b) 将有关促进流动性的激励措施和工具整合成一个统一的文件；
 - (c) 为派任到新的工作地点的员工和其家庭提供更好的信息和支持，包括通过共同系统网络、职业指导和职业发展活动等方式。

B. 合同政策

19. 国际劳工局使用三种类型的雇用合同：短期(ST)，固定期限(FT)和无时间限制(WLT)合同。这些合同在招聘的方式、津贴、职业期望、合同终止模式和成本之间有非常大的差别。而且在定期合同当中，资金来源为经常预算和预算外资源的合同之间也有进一步的差别。只有在极少数情况下才使用资金来源为经常预算但没有长期承诺和期待的有时间限制的合同。

¹⁰ 理事会文件 GB.294/PFA/16。

20. 目前的合同政策正在接受审评，目的是更好地回应员工队伍规划和职业发展需求，同时使国际劳工局能够有效率和有成效地应对预算制约或大幅度的结构性变革或迅速地根据三方成员新的期望来调整或重新布置其员工队伍。对于合同政策的审评符合国际劳工组织对有成效风险管理的承诺。
21. 劳工局经与职员工会进行协商，已经确定了修改国际劳工组织合同政策的基本原则，以保证合同管理更具回应性并且能够进行更加以需求为基础的、具有成本效应的、从社会角度合适的人力资源管理：
- (i) 国际劳工局将保持三种类型的合同(ST, FT 和 WLT)，这三种合同的划分将基于清楚的定义而不再根据资金的来源划分，这使劳工局能够保持职业员工的概念，以保证国际劳工组织秘书处的独立性和其权责的连续性，同时又为有时间限制的项目和活动招聘人力资源提供必要的灵活性。
 - (ii) 同时，劳工局有意统一所有固定期限和无时间限制岗位的工作条件，包括员工发展、绩效管理、奖励和认可以及其他激励措施，从而简化管理。
 - (iii) 劳工局还有意调整服务终止应享津贴，目前的职员条例仅在提前终止合同时在这方面有要求，但在合同过期时没有要求。
 - (iv) 劳工局还正在对有关的政策和做法进行审评以便加强对于适当合同关系的定义以及保证适当使用合同的控制机制，特别是短期合同及与非劳工局职员的个体咨询顾问之间的合同。
22. 以上所提议的做法与国际公务员制度委员会(ICSC)关于合同安排的框架保持一致。其实施则需要对监管框架、计划和预算过程和程序进行全面的审评，这最快也要在下一个两年期才能进行。另外，需要由理事会来做出决定为服务终止补贴提供资金，这一补贴在联合国共同系统内其他组织都存在。劳工局将在其 2016-17 两年期计划和预算草案中为这一措施的财务影响提供详细估算。

C. 职员发展

23. 职员发展对于劳工局成功应对当前的挑战和实施其改革议程是至关重要的。为此，劳工局对职员发展计划进行了重新调整，以推动学习和发展举措产生更好的效果，弥补技能差距，培养当前和未来领导者和管理者，并在劳工局全面改进员工发展基金的使用。

学习需求分析和战略发展举措

24. 根据国际劳工组织战略重点，劳工局进行了两年期学习需求分析，运用了为实现国际劳工组织成果和目标所需要的个人发展需求方面的数据，参照了绩效管理框架。在这方面，劳工局的重点如下：
- (a) 建立和提高有关支持劳工局战略方向，特别是至关重要领域所需的专业技能；

- (b) 支持人才和领导能力发展，增加沟通和协作，推动持续对话和反馈的文化；
- (c) 提高管理能力以支持职业发展，认可和肯定员工努力和绩效，鼓励和激励员工；
- (d) 加强在核心运行和行政管理领域的良好治理和问责制；
- (e) 为在全球实施用于学习、职业发展、员工队伍规划和绩效管理的国际劳工局人员电子人才管理套件提供指导和支持；并且
- (f) 支持在各地区全面开展 IRIS 的培训。

25. 与国际劳工组织都灵国际培训中心和联合国职员学院共同开发了一个面向高级管理人员的领导者计划。在 2014 年 1 月进行了第一个为期五天的深度研讨班，目的是使管理者获得成为更具有成效的领导者所必备的知识 and 技能。这一试点研讨班的设计对国际劳工局的管理人员而言富有挑战性，让他们了解到最新的战略领导能力国际思想，并且给他们布置了个人和集体的实践任务。同时还制定了后续技能发展和同学会计划。

26. 为加强在核心运行和行政管理领域的良好治理和问责制，人力资源发展司根据人力资源战略所确定的里程碑继续开展了制定内部治理和问责制计划的工作。该计划包括三个部分：

- (a) 面向各级别所有员工的、固定期限合同和无时间限制合同员工的必须参加的电子学习计划。这一计划随同电子人才管理套件中学习管理模块的实施在全球范围内启动和全面展开。目前，全球范围内有 1,240 名职员已经开始了该计划，有 765 名职员已完成了这一计划。
- (b) 与各司有关方面的专家相协调，正在制定有关行政管理支持职员的工作流程手册。
- (c) 与新的电子学习计划和手册相关联，将在 2014-15 两年期举办新的培训班。

学习管理系统

27. 国际劳工局人员电子人才管理套件 2013 年开始实施，同时在全球启动和全面展开了学习管理系统(LMS)。通过学习管理系统，所有国际劳工局职员可在线报名参加教室学习活动和电子学习活动并登记将来对发展活动的需求。从 2014 年 1 月开始，共有 1,620 名职员加入了该系统，有 1,327 名职员已经受益于在线学习资料、电子学习课程或者所安排的面对面学习活动。学习管理系统使劳工局能够更容易地对学习需求和趋势进行分析和报告，评估发展举措的影响，并使外地职员能够有效地通过电子学习活动参加学习。

学习协调员网络

28. 2006 年建立了一个学习协调员网络，目的是支持有效使用提供给各司、全球各地区和办事处的职员发展资金。在 2010 年培训和发展绩效审计之后，根据外部审计员的

建议，2012 年 5 月公布了一个新的准则，明确了所有参与这些资金管理的各方的作用和责任。

29. 2014-2015 两年期内，将给学习协调员提供一个新的报告工具，使他们能够获得关于使用所分配的职员发展资金开展的发展活动的更量化的信息。

D. 绩效管理

30. 从 2009 年 7 月份开始实施以来，国际劳工局以结果为基础的绩效管理框架提高了有关职员绩效、目标设定和结果的问责制和透明度。该框架此前为纸制形式，但是自 2014-15 两年期之初开始，全球职员可以使用国际劳工局人员电子人才管理套件中的绩效管理(PM)模块。绩效管理电子工具的使用将为就有关遵守情况、实现目标情况和绩效水平进行实时报告提供机会。
31. 作为绩效考核过程的一部分，鼓励员工完成他们的员工概况，这为有关职业志向和发展目标提供了有价值的信息。
32. 2014 年，通过在线绩效管理模块启动了对主管领导的“向上反馈”过程。主管领导将收到来自下属员工的关于其上一两年期整体成效和所展示的管理能力的向上反馈。主管领导将收到关于这一反馈的摘要报告，其上级也将收到这一份报告，反馈结果的总体情况将被记录在考核中。
33. 通过引入在线绩效管理模块所产生的对问责制和透明度的改进，对于实施有关奖励、认可和对低绩效进行管理的相关政策和过程的实施是至关重要的。在人力资源改革的背景下召集的奖励和认可焦点小组在人力资源发展司根据 2010-15 年人力资源战略框架所开展的工作基础上在这两个领域做了进一步的工作。联合谈判委员会正在考虑对个人和团队三种类型奖励(即关于优秀和创新、优异绩效表现和长期服务)的提议。这些奖励对所有类别的职员开放，且勿需投入额外资源。

E. 职员与管理方的关系

对国际劳工局内部产业关系的澄清

34. 2000 年 2 月，局长和职员工会签署了一个承认与程序性协议，建立了联合谈判委员会，作为对主要集体性问题进行讨论和达成一致的论坛，确定了委员会负责的事项、运行的程序和不能够达成一致时所采取的过程。理事会于 2000 年 3 月份注意到了这一协议，并于 2000 年 11 月通过了对职员条例的相应修正案并做出几点告诫。¹¹ 自那时起，有关集体谈判成果和理事会在人力资源问题上的权限这两者之间的关系就不甚清楚，包括最近达成的招聘和选拔程序临时安排。同样，集体协议中为不能达成一致的情况下所预设的程序也不是经常有效。

¹¹ 理事会文件 GB.279/10/2(Corr.)。

35. 根据过去十年的经验和理事会所表达的关于其对劳工局的指导和监督作用的关切，局长和职员工会对 2000 年集体协议进行了审议，提出了对现有产业关系框架的修改，目的是：
- (a) 澄清理事会、局长和职员工会在决定有关影响国际劳工局职员雇用条件的人力资源政策方面分别发挥的作用；
 - (b) 在劳工局内建立更有效的社会对话机制和集体争议处理机制。
36. 关于澄清理事会在关于局长和职员工会所达成的集体协议实施方面所起的作用，劳工局建议继续采用 2011 年¹² 关于授权局长对职员条例进行修正的做法：任何有重大财务或政策影响的协议的实施或者是任何与联合国共同系统内雇用条件不一致的协议的实施应当请理事会做出决定。
37. 关于第二项，有两个主要的特点值得强调。目前正在考虑联合谈判委员会不再设两个共同主席，而代之以一个独立的由双方共同任命的主席，他将起到与 2011 年调解时相类似的促进性作用。第二点，为了保证有一个更有效地处理联合谈判委员会不能达成一致案例的制度，设想建立以下两个机制：
- (a) 第一个机制(该机制在某种程度上已经存在)是 2000 年集体协议所设立的审评小组有权决定是就某一特定领域提供信息、磋商还是谈判。审评小组包括三位官员，由双方各任命一名官员，第三名官员经双方同意，指定他担任主席。这个小组的成员都已经存在，它的规则表明必须在 15 天内做出决定。在这方面不需要对职员条例进行任何修改。
 - (b) 第二个机制将对其他任何集体争议进行裁决，以取代审评小组现有的非约束性建议或者是国际劳工局行政法庭本身在其判例法中所认可的裁决作用。考虑到行政法庭所确立的对于案件裁决的时间要求和该法庭法律对于要先穷尽解决个体争议内部补救手段的要求，劳工局和职员工会正在考虑用替代性的、更有效率和快速的方式来处理有关集体争议。
38. 附件中包含了目的是澄清理事会在集体谈判方面作用的对职员条例拟议修正案草案。在与职员工会讨论过程中产生的任何进一步修正案将适时提交。

冲突预防和解决

39. 冲突预防和解决是另外一个在职员与管理方关系方面向理事会提交建议、要求指导的领域。现有制度是 2004 年通过的，¹³ 运行良好，但是经过和职员工会的协商一致，劳工局建议设立一个特别程序以调查骚扰申诉(指性骚扰以外的骚扰申诉，2004 年冲突管理改革已经设计了性骚扰申诉特别程序)，这些申诉到目前为止都是按与工作相关争议的一般性程序来处理的。所提议程序的目的是加强预防性和保护性的措施，

¹² 理事会文件 GB.312/PFA/13。

¹³ 理事会文件 GB.289/PFA/18。

提供一个安全、健康和安定的工作环境，不受暴力、骚扰或歧视的影响，并且以专业和独立的方式对严重案例进行调查，这符合国际劳工局行政法庭判例法的要求并且考虑到联检组关于将所有调查职能统一化和专业化的建议。¹⁴

40. 根据过去十年所进行的三次调查的经验(这些调查或是内部进行，或者是外包给外部专业人员进行)，需要提供资源以支持对骚扰或歧视申诉的专业化调查。
41. 为实施新的关于预防骚扰和处理骚扰申诉程序，有必要对职员条例第十三章进行修正，这一修正案将于 2014 年 11 月向理事会提交。2014 年和 2015 年还将继续与职员工会和其他关键参与方进行讨论，包括国际劳工组织道德事务负责人、调解员和联合咨询上诉委员会，目的是查找需要进一步改进现有冲突预防和处理机制效率和成效的其他领域。

F. 其他人力资源改革领域

退休年龄

42. 正如在 2013 年 10 月¹⁵ 向理事会报告的，2014 年 1 月或之后所任命或重新任命的职员的正常退休年龄将提高到 65 岁。与此同时，国际劳工局将制定一个政策，规定职员在到达正常退休年龄以后可以继续留任的条件及重新雇用已退休或提前退休离任的前职员的条件。
43. 在这方面正在制定一个内部政策草案，该政策与联合国系统大多数其他组织的做法和联检组 2013 年关于“联合国系统内使用退休人员和留任超过法定离任年龄职员”的说明中的相关建议相一致。

工作 – 生活平衡

44. 目前联合谈判委员会正在考虑一系列统一总部和外地办事处年休假、公共假期和加班规定的建议，认识到需要引入针对工作时间过长的保护措施，并在适当情况下提供补休。
45. 2014-15 两年期将继续考虑新的非全日制工作安排。目前仅限于 50%和 80%工作时间的非全日制工作。同时要更好地为有家庭责任的官员提供支持，特别是在产假方面，主要是通过创新性地结合使用特别假期与产假。

¹⁴ 联合国系统调查职能(JIU/REP/2011/7)。

¹⁵ 理事会文件 GB.319/PFA/11。

决定草案

46. 理事会：

- (a) 注意到在实施人力资源战略和在根据局长人力资源改革所确立的新挑战对之加以调整方面所取得的进展；
- (b) 批准附件中所包含的职员条例修正案；
- (c) 要求在第 322 届(2014 年 10 月)和第 323 届(2015 年 3 月)的会议上按要求更新有关进展情况和提出进一步的政策建议；
- (d) 要求参照 2010-15 年人力资源战略取得的成就和经验教训在理事会第 325 届会议(2015 年 11 月)对人力资源战略进行审议。

附 件

Proposed amendments to the Staff Regulations

(additions appear underlined,
suppressions are strikeout)

Chapter IV

Recruitment and appointment ¹

ARTICLE 4.2

Filling of vacancies

(a)(i) The paramount consideration in the filling of any vacancy shall be the necessity to obtain a staff of the highest standards of competence, efficiency and integrity. Due regard shall be paid to the importance of maintaining a staff selected on a wide geographical basis, recognizing also the need to take into account considerations of gender and age.

(ii) Every official shall be required to possess a fully satisfactory knowledge of one of the working languages of the Organization. Officials in the Professional category whose mother tongue is one of the working languages shall normally be required to have a good working knowledge of a second working language and may be required to acquire a knowledge of a third working language. Officials in the Professional category whose mother tongue is not one of the working languages shall be required on appointment to possess a fully satisfactory working knowledge of one of the working languages of the Office and may be required to acquire a knowledge of a second working language. Officials in the Professional category who undertake duties as translator or such other duties as may be designated as similar by the Director-General shall be required to have a thorough knowledge of two working languages as well as the main language into which they translate.

(iii) Officials in the Professional category and officials in the Director and Principal Officer category shall be required to possess a degree awarded by a recognized university, or its equivalent in experience.

(iv) In the filling of any vacancy, service in the Office, including service in the field where relevant, shall be taken into account.

~~(ii)~~(v) Without prejudice to the foregoing, officials shall be selected without discrimination on the basis of age, race, gender, religion, colour, national extraction, social origin, marital status, pregnancy, family responsibilities, sexual ~~preference-orientation~~, disability, union membership or political conviction.

(b) Appointments to vacancies of Deputy Director-General, Assistant Director-General and Treasurer and Financial Comptroller shall be made by the Director-General after consultation with the Officers of the Governing Body.

(c) The Director-General may designate a Principal Deputy Director-General, in which event such designation shall be made after consultation with the Officers of the Governing Body and with the agreement of the Governing Body.

¹ See also Annex I: Recruitment and selection procedure.

(d) Vacancies in the Director and Principal Officer category shall be filled by the Director-General by transfer in the same grade, promotion or appointment. Such promotions or appointments, other than to vacancies in technical cooperation projects, shall be reported to the Governing Body with a short statement of the qualifications of the persons so promoted or appointed. The position of Chief Internal Auditor shall be filled by the Director-General after consultation with the Governing Body.

(e) Transfer in the same grade, promotion or appointment by direct selection by the Director-General shall be the normal method of filling vacancies:

- of Chiefs of Branch and Directors of offices in the field;
- in technical cooperation projects;
- in the Office of the Director-General;
- of principal secretary to a Deputy Director-General;
- of a purely temporary nature, up to two years, of a specialist nature, not expected to lead to a career in the ILO, any extension beyond two years being subject to article 4.2(f);
- ~~— in the National Professional Officers category in external offices;~~
- ~~— in the General Service category in external offices.~~

The Director-General may in such cases, at his or her discretion and after consulting the ~~Staff Union representatives mentioned in Annex I~~ Recruitment, Assignment and Mobility Committee mentioned in article 10.6, decide on the use of one or other of the methods of filling vacancies referred to in article 4.2(f).

(f) ~~In accordance with the provisions of the Collective Agreement on a Procedure for Recruitment and Selection, competition shall be the normal method of filling vacancies between grades G.1 and P.5 inclusive. The methods to be employed to fill vacancies in the General Service, National Professional Officer and Professional categories shall comprise transfer in the same grade, promotion or appointment, normally by competition in accordance with the procedure set out in Annex I or, in the case of local staff in external offices, other existing mechanisms. New mechanisms or changes to existing mechanisms for recruitment and selection of local staff in external offices shall be endorsed by the Joint Negotiating Committee. However, promotion or appointment without competition may be employed only in:~~

- filling vacancies requiring specialized qualifications;
- filling vacancies caused by upgrading of a job by one grade or in the case of a job upgraded from the General Service to the National Professional Officers category or to the Professional category or in the case of a job upgraded from the National Professional Officers to the Professional category by one grade or more;
- filling vacancies in urgency;
- filling other vacancies where it is impossible to satisfy the provisions of article 4.2(a) above by the employment of any other method.

The ~~Staff Union representatives mentioned in Annex I~~ Recruitment, Assignment and Mobility Committee shall be ~~informed-consulted~~ on any transfer in the same grade, promotions or appointments made without competition.

(g) In filling any vacancy account shall be taken, in the following order, of –

- (1) applications from former officials whose appointments were terminated in accordance with the provisions of article 11.5 (Termination on reduction of staff);
- (2) applications for transfer;

- (3) claims to promotion;
 - (4) if the Director-General and the Staff Union agree, applications from former officials other than those who have been discharged or summarily dismissed;
 - (5) on a reciprocal basis, applications from officials of the United Nations, specialized agencies, or the Registry of the International Court of Justice.
- (h) When a job has been upgraded it shall be regarded, for the purpose of this article, as a vacancy.
- (i) This article shall be applied in accordance with the provisions of Annex I.

Chapter X

Staff relations and administrative bodies

ARTICLE 10.1

Staff relations

...

(c) Conditions of employment, including the general living conditions, of officials may be jointly determined by the Director-General or his or her designated representative(s) and the Staff Union through social dialogue, information, consultation and collective bargaining. The Director-General shall have authority to bargain collectively with the Staff Union, with a view to the conclusion of collective agreements. Collective agreements so concluded shall be attached to these Regulations. Implementation of collective agreements shall be subject, where appropriate, to the authority of the Governing Body concerning approval of amendments to the Staff Regulations or of the resources necessary to enforce the agreements, in accordance with article 14.7.

~~(d) Where relevant, these Regulations will, subject to article 14.7 of the Staff Regulations, be amended to give effect to the provisions of a collective agreement or an amended agreement, or to reflect the expiry of an agreement.~~

...

ARTICLE 10.6

Selection Board (Deleted)

Recruitment, Assignment and Mobility Committee

1. A Recruitment, Assignment and Mobility Committee shall be established to assist the Director-General with workforce planning and mobility and to monitor recruitment and selection procedures in line with these Regulations or other applicable rules. The Recruitment, Assignment and Mobility Committee shall, in particular:

- review information regarding workforce planning and mobility and make recommendations on the type and level of recruitment;
- facilitate geographical and functional mobility;
- review proposed vacancies and job descriptions;

- ~~– make recommendations for transfers in the same grade without competition;~~
- ~~– advise the Director-General on recommendations arising from competitions.~~

~~2. The Recruitment, Assignment and Mobility Committee is composed of: the Director of the Human Resources Development Department, two officials appointed by the Director-General and one official appointed by the Staff Union accompanied by an advisor. The Committee shall be assisted by a Secretary from the Human Resources Development Department. The Committee may invite other officials to assist it in the discharge of its functions. Each member of the Committee, the Secretary and any other person assisting or attending the Committee must observe the full confidentiality of the proceedings, and strictly avoid conflict of interest or perception of conflict of interest.~~

~~3. The Recruitment, Assignment and Mobility Committee holds an annual meeting and at least three other meetings during the year.~~

~~4. The Recruitment, Assignment and Mobility Committee shall discuss all issues before it, in good faith, with a view to reaching agreement. Where agreement is not reached, the Director-General will be informed of any divergent views. The Committee establishes its own procedure.~~

~~ARTICLE 10.7~~

~~Assessment Centre~~

~~(a) An Assessment Centre shall be established to assess the suitability of officials, or candidates for recruitment, to undertake the duties and responsibilities at various grade levels, for such purposes as the filling of vacancies and promotion. These levels correspond to the following groups of grades: G.1 G.4, G.5 G.7, P.1 P.3 and P.4 P.5.~~

~~(b) The Assessment Centre shall be managed by the Human Resources Development Department. The assessors shall be selected jointly by the Human Resources Development Department and the Staff Union from officials who have successfully completed an appropriate training course in the International Labour Office.~~

Chapter XI

Cessation of service

~~ARTICLE 11.5~~

Termination on reduction of staff

(a) The Director-General, after consulting the Joint Negotiating Committee, may terminate the appointment of an established official if the necessities of the service require a reduction of staff involving a reduction in the number of posts. An established official whose appointment is terminated under this paragraph shall, during the two years after the date on which its termination becomes effective, be offered appointment to any vacancy for which the Director-General, after consulting the ~~Joint Negotiating Committee~~ Recruitment, Assignment and Mobility Committee, considers that the official possesses the necessary qualifications.

Chapter XIII

Conflict resolution

ARTICLE 13.2

Grievances

1. An official ¹ who wishes to file a grievance on the grounds that s/he has been treated in a manner incompatible with her/his terms and conditions of employment shall, except as may be otherwise provided in these Regulations or other relevant rules, ² request the Human Resources Development Department to review the matter within six months of the treatment complained of. The procedure for the examination of general grievances related to the terms and conditions of employment is governed by article 13.3.

¹ For the purpose of Chapter XIII, the term “official” does not comprise ~~officials in the executive directorate level~~ the Director-General, Deputy Directors-General and Assistant Directors-General.

² Special procedures apply to compensation claims (Annex II) and the review of performance appraisals (Chapter 6) as well as for appeals in respect of selection and recruitment (Annex I, paragraph ~~1433~~), discipline (Chapter 12), job grading (relevant administrative circular), termination for unsatisfactory services (articles 11.4 and 11.8), termination on reduction of staff (article 11.5), and withholding of increment (article 6.4) and transfer to a lower grade (article 6.11).

Annex I

Recruitment and selection procedure (New text)

PROCEDURAL STAGES IN THE FILLING OF VACANCIES

1. Selection procedures shall comprise three stages:

- (1) request for the opening of vacancies and review of vacancy announcements;
- (2) identification of opportunities for filling vacancies by transfers in the same grade or through geographical mobility;
- (3) where no suitable opportunity is identified for selection by transfers in the same grade or through geographical mobility, other candidates will be screened, and eligible candidates will be subject to competency assessment and technical evaluation.

FIRST STAGE: REQUEST FOR THE OPENING OF VACANCIES AND REVIEW OF VACANCY ANNOUNCEMENT

2. Proposals to fill a vacancy will be made by the responsible chief who will identify the relevant generic job description, job family and suggested grade, and will prepare a description of the responsibilities, objectives and minimum requirements that are specific to the job. The proposal will be reviewed by the Human Resources Development Department.

3. Confirmed vacancies and the corresponding proposed job descriptions are submitted to the Recruitment, Assignment and Mobility Committee mentioned in article 10.6, along with information concerning:

- (a) proposals to transfer an official without competition due to: pressing humanitarian or certified medical reasons; a legal obligation of the Office, including vis-à-vis officials whose position has been abolished, or the duty to protect the interests of a staff member or group of staff or to preserve a smooth and productive working environment;
- (b) officials who have expressed potential interest in functional or geographical mobility;
- (c) officials on special leave without pay or secondment due to return to the Office;
- (d) gender and diversity indicators;
- (e) variations to generic job descriptions;
- (f) proposals to assign officials to temporary vacancies.

4. The Recruitment, Assignment and Mobility Committee submits a report to the Director-General with recommendations, including any divergent views, on:

- (a) vacancies proposed to be filled without competition for any of the reasons stated in paragraph 3(a) above;
- (b) proposals to address geographical diversity within the Office;
- (c) proposals to limit eligibility in specific vacancies to internal candidates or to other categories of serving officials or groups of serving officials;
- (d) the contents of vacancy announcements.

5. The Recruitment, Assignment and Mobility Committee is informed of the decisions of the Director-General arising from its report.

6. All vacancies open to competition shall be advertised for a minimum period of 30 days, unless otherwise agreed within the Recruitment, Assignment and Mobility Committee. The Human Resources Development Department will disseminate all vacancies among serving staff through internal electronic media and will announce them by other media as appropriate.

SECOND STAGE: IDENTIFICATION OF OPPORTUNITIES FOR FILLING VACANCIES
BY TRANSFERS IN THE SAME GRADE OR THROUGH MOBILITY

7. The Human Resources Development Department will prepare a list of internal candidates who have applied for a vacancy in the same grade and identify those who meet the minimum requirements.

8. The responsible chief shall review the list prepared by the Human Resources Development Department and prepare an evaluation regarding the suitability of candidates.

9. The Recruitment, Assignment and Mobility Committee shall review the list of suitable internal candidates together with the evaluations of the Human Resources Development Department and the responsible chief and shall prepare a report for the Director-General including advice and recommendations for filling vacancies taking into consideration the applications of officials subject to geographical mobility first, having regard to the hardship and duration of a field assignment.

10. Candidates will be informed of the Director-General's decision to fill a vacancy by transfer in the same grade or through geographical mobility.

THIRD STAGE: EVALUATION OF OTHER APPLICATIONS

Screening of candidates

11. Where no suitable opportunity is identified for selection by transfers in the same grade or through mobility, other candidates will be screened.

12. Prior to the screening process the responsible chief and the Human Resources Development Department will determine: the weight that will be accorded to the various elements to be taken into consideration during the evaluation of eligible candidates (personal résumé, written tests, interview, etc.).

13. The Human Resources Development Department shall provide the responsible chief with a list of candidates who meet the minimum requirements specified in the vacancy announcement.

14. The responsible chief and Human Resources Development Department shall establish a shortlist of candidates in consultation with the technical panel, including where appropriate through eliminatory tests.

Competency assessment

15. Any external candidate or any internal candidate applying to a higher category shall be assessed against core competencies and values agreed within the Joint Negotiating Committee for each of the following grade ranges: G.1–G.4, G.5–G.7, P.1–P.3 and P.4–P.5.

16. The competency assessment shall be managed by the Human Resources Development Department. The assessors shall be selected jointly by the Human Resources Development Department and the Staff Union.

17. Only candidates who are successful in the competency assessment will progress to the next selection stage.

18. Any candidate who has undergone a competency assessment may request feedback, including on possible areas of development.

19. Serving staff who are not successful in the competency assessment will be encouraged to avail themselves of staff development and counselling opportunities provided by the Office and may undertake a competency assessment after a period of six months. As far as practicable, opportunities shall be given to serving staff to undertake a competency assessment outside of a specific competition as a development activity.

Technical evaluation

20. A technical panel shall be established to evaluate shortlisted candidates who have been successful in the competency assessment.

21. The technical panel will comprise the manager responsible for the vacant position or his/her representative, a representative of the Human Resources Development Department and a third independent member selected from a list of serving staff established in agreement with the Staff Union. Technical experts may also be appointed to assist the technical panel in its evaluation of candidates. Technical panel members and technical experts are required to act impartially, and should not have any conflict of interest or perceived conflict of interest related to any candidates for the position.

22. The technical panel will undertake a rigorous technical evaluation of the candidates in accordance with pre-established criteria through an interview and any other test decided by the responsible chief in consultation with the Human Resources Development Department. The marking of written tests will be blind.

23. The technical panel shall prepare a report with recommendations, including the ranking from the technical evaluation and relevant comments, on candidates recommended for appointment. The technical panel may also recommend that the competition be declared unsuccessful or that it be cancelled.

24. Any internal candidate and any candidate who is a serving staff member has the right to request feedback on his/her performance in the context of the technical evaluation, as well as on areas of possible development. Such feedback may be provided in oral or written form by the responsible chief or a representative of the Human Resources Development Department, as appropriate.

Review of proposed appointments and staff movements and decision by the Director-General

25. Reports from the technical panels shall be reviewed by the Recruitment, Assignment and Mobility Committee, which shall submit the reports, together with its advice and recommendations on other relevant issues for selection, to the Director-General for decision.

Unsuccessful competitions

26. A selection process shall not be declared unsuccessful if, following the competency assessment and technical evaluation, there are candidates suitable for appointment.

27. Before recommending that a competition process be declared unsuccessful, the technical panel may choose to invite any eligible candidate who was not initially short-listed to competency assessment and technical evaluation.

28. In the event of the process being unsuccessful, the Recruitment, Assignment and Mobility Committee shall provide advice on the means to fill the vacancy.

Publication of results

29. The Human Resources Development Department will publish all the Director-General's decisions on appointments, transfers and promotions made in accordance with the provisions of this Annex as soon as possible on the ILO Intranet. The Human Resources Development Department will also individually notify all candidates of the outcome of competitions.

Internal candidates

30. An official may not apply in a competition as an internal candidate before the successful completion of his/her probationary period.

31. Officials serving on technical cooperation projects, except those detached from another job within the Office, as well as officials appointed under the Rules Governing Conditions of Service of Short-Term Officials, will not normally be eligible to participate as internal candidates. The Recruitment, Assignment and Mobility Committee may agree to extend eligibility to these officials, but may establish special requirements.

Confidentiality

32. All persons involved in recruitment and selection processes and decisions shall respect their duty to maintain strict confidentiality in all matters related to those processes and decisions.

Grievances concerning recruitment and selection decisions

33. Any individual grievance arising from the recruitment and selection process will be dealt with in accordance with Chapter XIII of the Staff Regulations. The deadline for the submission under paragraph 1 of article 13.2 of a grievance related to recruitment and selection decisions will be one month from the publication of the decision.