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Progress Report on the implementation of the Human Resources Strategy for 2022–25

Diversity, accountability and respect

Purpose of the document

At its 343rd Session (November 2021), the Governing Body endorsed the Human Resources (HR) Strategy for 2022–25. The HR Strategy is aimed at ensuring a workforce of the highest standards of competence, efficiency and integrity, with due regard being given to the Action plan for improving the diversity of the ILO workforce, including in terms of gender and geographical diversity, and also addressing under-representation, experience relevant to the three constituent groups and opportunities for youth and young professionals. This document describes the progress made by the Office in 2022–23 in respect of the key deliverables of the HR Strategy and the results for the interim milestones (see the draft decision in paragraph 65).

Relevant strategic objective: None.

Main relevant outcome: Enabling outcome C: Effective, efficient results-oriented and transparent management.

Policy implications: None.

Legal implications: None.

Financial implications: None.

Follow-up action required: None.

Author unit: Human Resources Development Department (HRD).

Related documents: [GB.350/PFA/INF/6](#); [GB.350/PFA/9](#), [GB.347/PFA/14](#); [GB.343/PFA/14](#); [GB.337/PFA/11](#).

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► Introduction

1. At its 343rd Session (November 2021), the Governing Body endorsed the Human Resources Strategy for 2022–25.¹ It requested the Office to take the guidance provided into account in implementing the Strategy, with a view to attracting, recruiting and retaining a workforce of the highest standards of competence, efficiency and integrity, with due regard being given to gender; geographical diversity, also addressing under-representation; experience relevant to the three constituent groups; and opportunities for youth and young professionals and persons with disabilities. A report on the implementation of the strategy during its first year of implementation² was discussed at the 347th Session (March 2023) and the Governing Body provided guidance to the Office.
2. The HR Strategy for 2022–25 includes the following outcomes:
 1. **Diverse workforce with the right skills to face the future:** Fostering employee engagement and inclusion – attract, develop, engage, and retain diverse and qualified staff and leaders.
 2. **Respectful and empowering environment:** Strengthening leadership, ethical behaviour, and accountability for a respectful environment.
 3. **Leveraging technology for efficient HR services through innovation and digitalization of the HR function:** HR technologies, digitalization, and analytics.
3. This document describes the progress made by the Office in 2022–23, at the mid-point of the period covered by the HR Strategy, in respect of the key deliverables and the results for the interim milestones.

► Progress on key deliverables

Outcome 1: Diverse workforce with the right skills to face the future

1.1. Focus area: Plan for future workforce needs

4. The project to revise the **generic job descriptions** for the General Service category at headquarters and at the Professional level worldwide provides an important contribution to understanding what is needed to deliver with success, by analysing how the work of ILO staff has evolved and ensuring that the job descriptions accurately reflect the duties, skills and competencies, experience and educational requirements applicable to the work situation today, with an eye on what will be needed for tomorrow. The project has progressed apace this biennium, with a consultative approach engaging impacted staff, managers, subject matter experts and staff union representatives. A new **collective agreement** between the Office and ILO Staff Union was signed in May 2023, followed by the assignment of 319 new job descriptions to staff in the Technical Specialist and Evaluation job families representing 49.8 per cent of the Professional staff worldwide whose positions are linked to a generic job

¹ GB.343/PFA/14.

² GB.347/PFA/14.

description. A review of the duties being undertaken by secretaries, administrative assistants, and clerical support staff, led to the creation of a single job family, “General Administration and Office Support Assistants” and the development of 7 generic job descriptions. These were annexed to the collective agreement in December 2023 and 120 new generic job descriptions were assigned to the relevant staff, representing 49.6 per cent of the target group of General Service staff in headquarters.

5. These generic job descriptions incorporate the standardized **minimum requirements** for education and experience introduced in August 2022. These provide increased transparency and consistency while ensuring that the requirements for a position reflect the actual needs of the job and do not present unnecessary barriers to achieving workforce diversity.³ All positions of the same grade have the same minimum level of education and years of experience, a relevant first-level university degree combined with additional years of relevant experience can be accepted in lieu of an advanced degree and the definition of what is meant by “experience at the international level” has been expanded and clarified. Together these changes open up opportunities for applicants from a broader range of backgrounds and having a more diverse career experience.
6. Recognizing that skills visioning, skills mapping and skills gap analysis form an integral part of strategic workforce planning, the Office has embarked on a **skills mapping exercise**. Phase 1 of the exercise focuses on skills required to deliver on the policy outcomes (1–7) The exercise involves around 1,200 staff in headquarters and the regions: directors and branch chiefs of policy departments, technical specialists, CTAs and national programme coordinators. A robust skills taxonomy was developed through a series of workshops involving task forces from each policy outcome. The taxonomy includes core, technical, leadership and outcome specific skills. In parallel, a skills mapping tool was configured within the ILO’s existing Talent Management System. The skills assessment stage was launched in November 2023 and as at mid-January 2024, 79 per cent of those taking part in Phase 1 have mapped their skills. Statistical analysis, clarification of needs, gap analysis and proposals to address gaps will be undertaken in the first quarter of 2024. The skills visioning for the Phase 2 priority groups (leadership in the field, general service administrative support staff) will start in the first quarter of 2024.

1.2. Focus area: Attract, recruit and engage diverse staff

7. In 2022–23, the Office undertook a range of actions in support of diversity and inclusion, either in the context of the ILO HR Strategy or through other thematic ILO strategies that aim to encourage equitable treatment and build inclusive cultures for specific diverse groups.⁴ In the HR context, means of action include outreach, recruitment, policy development, culture change and career development as well as supporting and engaging with networks, communities, and employee resource groups.
8. In terms of **outreach**, the Office has taken additional steps to attract a diverse pool of candidates, including those with experience relevant to the three constituent groups, and has sought guidance and support from these groups in this endeavour. Specific measures have been taken to transmit information concerning vacancies published through the Recruitment, Assignment and Placement System (RAPS) to agreed constituent focal points as well as sub-

³ As outlined in initiative 3 of the Action plan for improving the diversity of the ILO workforce, [GB.337/PFA/11](#).

⁴ Such as ILO action plan for gender equality, aligned with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and the ILO disability inclusion strategy, aligned with the United Nations Disability Inclusion Strategy (UNDIS).

groups of our constituents. Key vacancies were published on the corporate ILO **social media** account and the Office engaged with an external service provider specializing in supporting outreach for international organizations. This provider also delivered targeted campaigns to increase the level of applications, including in terms of gender and nationality and for specific vacancies that proved difficult to fill.

9. In 2022–23 the ILO participated, in eight **career fairs** organized by universities worldwide, including in regions with large numbers of non- and under-represented countries, engaging with attendees from a wide range of nationalities and professional backgrounds. The ILO also took part in targeted virtual career fairs, with a focus on specific groups such as women in senior positions and people with disabilities. The Office engaged with Organizations for Persons with Disabilities, to explain the work of the ILO and better understand the barriers to recruitment faced by their members.
10. In 2022–23, 153 **vacancy announcements** were published through RAPS. Across the biennium, the average time from the close of the vacancy announcement to the selection decision was 197 days.
11. For development cooperation projects, 233 vacancies were filled for Professional positions throughout 2022–23. For **key project positions**, the average number of calendar days between the close of vacancy to the selected candidates being on post was 124 days in 2022 and 122 days in 2023. The average timeline from the selection decision to the selected candidate being on post for all development cooperation positions was 65 days (slightly reduced from 68 days over the previous three years).
12. The **Development Cooperation Recruitment and Selection online toolkit**, which was finalized and launched in November 2023 provides best practice for each step of the process, with an emphasis on advanced planning, reduction of project start-up times and hiring managers' commitment. It is available in the three ILO working languages to assist all managers and staff involved in the recruitment of development cooperation staff. The Toolkit responds to observations and recommendations made by the external auditors, the MOPAN review on the need for guidelines for development cooperation recruitment procedures, to harmonize recruitment and selection processes across the Office and to increase the speed of recruitment processes.
13. Several important initiatives aimed at supporting career development for women were undertaken in 2022–23. The "Malkia" programme for ILO women in the field at P3 and National Officer grade (40 participants) and the cross-organizational "EMERGE" programme for P3 women based in Geneva (9 ILO participants) aim at creating a **pipeline of future women leaders**. Twenty-four colleagues attended the "Leadership, Women and the UN" programme delivered by the United Nations System Staff College (UNSSC). The programme is specifically designed for women at P4/P5 level, to further refine their leadership potential while networking and learning from each other. It covers leadership approaches, gender and cultural dimensions of leadership, and UN experiences. The **ILO Career Mentoring Programme for Women** was launched in 2022 with the specific aim of accelerating progress towards gender parity amongst Senior ILO leaders. Sixty-three women from across the Office participated in the programme as mentees, supported by an equal number of mentors. As of 31 December 2023, 25 per cent of the mentees have either been promoted, won a competition to transfer from an extra-budgetary position to a regular budget position or have taken on new challenges, transferring to a different role at the same grade.
14. The percentage of **women in ILO senior staff posts** (P5 and above on regular budget contracts) reached 43 per cent as of 31 December 2023, exceeding the targets set for 2023 and

2025. Continued efforts will be required to maintain this level and improve it further as women will be retiring from senior positions in the coming years. It will also be important to attract and recruit more men at the lower grades to stay within the gender equality range of 47–53 per cent defined by UN Women.

15. The Office will need to further improve geographical representation across the Office. Nine countries became newly represented in the ILO over 2022–23, however, despite outreach efforts, over 2022–23 the percentage of regular staff recruited from less than adequately represented nationalities was 15 per cent, which is below the baseline of 17 per cent established at the end of 2021.
16. The **National Professional Officers leadership programme** has been introduced to help address this issue by supporting local staff to successfully apply for international positions subject to geographical representation. The career development programme was initially specifically offered only to National Officers (NOs) from under and non-represented countries. At the request of the regions, the programme was extended to also include some NOs from adequately or over-represented countries, many of which were at risk of becoming under or non-represented in the coming years upon retirement of colleagues. The NO leadership Programme, introduced in 2023, is a two-year programme continuing over 2024. It consists of two core elements (UNSSC Emerging leaders programme and **distance language learning**) and several optional elements (including executive coaching, career development programme, and sessions on applying for positions in the ILO) thereby adapting to the specific learning needs of each participant. Ninety NOs are participating in the programme, 41 per cent are women, and 67 per cent are from under-represented or non-represented countries (41 from non-represented countries, 19 from under-represented countries).
17. The Office has introduced two new e-learning programmes in 2022–23 to promote culture change for diversity and inclusion. A mandatory course on **Disability Inclusion** aimed at increasing staff members' confidence in and commitment to promoting disability inclusion, and Gender Equality Matters: Achieving gender-transformative change, that builds knowledge on gender equality and provides practical tools to integrate gender perspectives into the workplace and daily work of the ILO. As part of the ILO Action Plan for Gender Equality 2022–25, senior leadership in the ILO have undertaken training on gender-related themes. They have also engaged with the Employee Resource Group on Disability Inclusion, to better understand the challenges of officials working in the ILO with a disability or having a dependent with a disability.

1.3. Focus area: Develop capacity to deliver

18. The specific capacity development activities highlighted under the three outcomes of this strategy represent only a partial picture of the centrally managed staff development activities that are offered to staff. The wide range of standard offerings includes language training, communication skills, conflict management, people management, and internal governance. As the online format has made many of these trainings accessible to staff globally, the interest and demand has increased. The Orientation workshop for newly appointed staff is now delivered in both an online and face to face format, providing more efficient delivery to a larger cohort.
19. In addition to the capacity development activities organized centrally, **devolved staff development funds** are allocated to organizational units globally, to meet specific development needs at the department, office, and individual level. A Learning Coordinator (or in some offices a Learning Committee) is designated to support the Director in preparing a

learning strategy for the biennium. Learning Coordinators receive training and guidance from HRD regarding learning priorities for the Organization. They can also extract reports of the development objectives for the staff in their area of responsibility.

20. Given the range of capacity-building opportunities available, the time invested must be strategic and needs-based. The indicator defined to measure the applicability of centrally managed and decentralized staff development programmes is taken from the Organizational Health Index (OHI) survey and relates to the percentage of staff members who indicate that they receive the training and development needed to be effective in their jobs. The OHI survey was not launched in 2022–23 and it has not been possible to provide a result for the interim milestone on this indicator. However, demand for these programmes remains high and the feedback is positive.
21. On-the-job learning is another effective mechanism for capacity development, and workforce mobility can be both a driver for building new skills and a positive indication of a healthy-level of transferable skills. The level of **mobility in the ILO** is increasing, with a total of 309 mobile staff in 2022–23. Geographical mobility doubled in 2023 compared to 2022, with 58 staff moving from one duty station to another, versus 29 in 2022. Functional mobility also increased with 114 staff movements at the same duty station in 2023 compared to 108 in 2022. It is anticipated that changes being negotiated to the mobility policy will help to sustain this trend.

Outcome 2: Respectful and empowering environment

2.1. Focus area: Reinforce accountability for performance

22. The ILO remains in a strong position regarding performance management, with compliance statistics for 2023 at 89 per cent as of 31 December 2023.
23. In order to reinforce a performance culture across the Office, a comprehensive portfolio of learning activities was designed and offered to managers and staff globally. A new online training course on **Effective Performance Management** was piloted in December 2022 and in 2023, eight workshops running over two half-days were delivered in all three ILO languages, reaching a total of 146 managers. The workshop attracted significant interest and will be offered again in the first quarter of 2024. A shorter version of this workshop was delivered to senior officials and groups of HR assistants in the Americas, Africa, and Asia and the Pacific regions as well as to PM focal points (262 participants in total). An e-learning module on the ILO's performance management framework was developed in 2023 and will be made available to all staff in early 2024. Other offerings in the portfolio include "Managing my performance conversation", "Giving and receiving feedback" and "GROWTH conversations". In all, across the biennium more than 950 staff and managers undertook some form of training on performance management.
24. The indicator which was designed to measure the effectiveness of the ILO's performance management framework is taken from the OHI survey and relates to the percentage of staff members who indicate that the ILO has clear links between performance and consequences. Since the OHI survey was not launched in 2022–23 it has not been possible to provide a result for the interim milestone on this indicator. An alternative approach to analyse the link between performance and consequences is through the work of the Reports Board.⁵ In 2022–23 the

⁵ The Reports Board is a body established by the Director-General to support the implementation of the Performance Management Framework and to make recommendations to staff and managers on the implementation and to the Director-General with regard to staff on probation and cases of ongoing underperformance.

Board followed the cases of 62 underperforming staff providing guidance to the staff and their managers, with the aim of supporting improved performance (including through the establishment of Performance Improvement Plans). While some cases remain ongoing and a number of staff improved their performance, 22 left the Office through administrative decision, resignation or end of contract.

2.2. Focus area: New ways of working

25. A new policy **on flexible work arrangements** was introduced on 1 July 2023, which adapts to the new working and environmental context, offering staff the possibility to organize work-life balance more effectively whilst ensuring operational delivery through better productivity. Whilst the new arrangements are designed with all staff in mind, they are voluntary agreements, which remain subject to the exigencies of service and are dependent on the compatibility of the work to be undertaken. The policy recognizes the importance of ensuring that staff have dedicated in-office time together to support teamwork and co-creation; it contains clear provisions to ensure adequate office presence at all times and strict limits to the use of telework outside the duty station.
26. The introduction of the new policy was supported with an extensive series of change management activities including an internal communications strategy and training tailored to staff and managers. The Director-General announced the new policy to staff during a Town Hall meeting in which he called upon staff to use the new measures in a responsible and collaborative manner. Senior managers were provided with dedicated information and briefing sessions to ensure that they were well equipped to support the new policy. A series of regional webinars were attended by over 1,000 staff across the Office during which the new policy, its rationale and the accompanying procedures were explained to staff. Following this, a total of 527 staff attended one of 28 online workshops which sought to address practical questions about how to implement the policy at the individual, team, and Office level.
27. The new framework of flexible working arrangements has been further supported by guidance and training on how to lead, manage performance and work effectively within hybrid and virtual teams.
28. The arrangements appear to be operating successfully with very few reported concerns. HRD, in consultation with the Staff Union Committee (SUC) will review the implementation of the policy and its consequent impact on ways of working at the end of 2024. Appropriate recommendations for any adjustments will then be made to the Director-General.
29. The office has finalized a three-year **Mental Health and Well-being Action Plan** based on the WHO/ILO guidelines on Mental Health at Work and the UN Mental Health and Well-being Strategy 2024 to which the ILO actively contributed. The Action Plan provides a comprehensive framework, including learning activities for managers, to support the physical and mental health and well-being of all staff; it has been endorsed by the Committee on Occupational Safety and Health (COSH) and adopted by the Senior Management in early December 2023.
30. The **2023 World Mental Health Day** on the theme Mental Health as a Universal Human Right was celebrated in October, with a series of activities including a video message by the Director-General and the launch of new dedicated intranet pages on topics linked to mental health and well-being.
31. Managers play an important role in creating a work environment that supports good mental health and well-being. All officials in supervisory positions are appraised on whether they take positive actions to promote a respectful, safe, and inclusive work environment. The ILO was a

key contributor to the “**Lead and Learn**” programme for managers on mental health and well-being, made available online through the UNSSC Blue Line platform in 2022. In 2023, key messages about mental health and well-being were mainstreamed into ILO training related to managing people and managing performance. Throughout the biennium, the Office has provided opportunities for all staff to increase their awareness on topics related to mental health and well-being including through a well-being e-learning path in LinkedIn Learning

2.3. Focus area: Respectful and ethical workplace

32. Efforts continue to ensure that disrespectful and unethical conduct can be identified, addressed effectively and appropriately sanctioned. This is vital to ensuring a **safe and respectful work environment** within the ILO. Through the coordinated efforts of HRD, the Mediator, Ethics Officer, the Office of Internal Audit and Oversight and the Staff Union, a range of briefings and training sessions on respectful workplace, anti-harassment, ethical conduct, and preventing fraud and misconduct have been provided to staff across the Office. These have included dedicated sessions for managers of the Asia and the Pacific region and all staff in the Regional Office for Africa, as well as during the course on Maximizing Field Office Performance hosted by the ILO’s International Training Centre in Turin. A more defined campaign “ILO Respect” seeking to promote the highest levels of conduct and respect and to eliminate all forms of discrimination, violence and harassment within the ILO will be implemented over the course of 2024.
33. An updated version of the **e-learning on Preventing Sexual Exploitation and Abuse** was implemented and the e-learning **United to Respect** on preventing abuse of authority, harassment, sexual harassment, and discrimination was introduced. The courses, adapted from the versions created by the UN Secretariat, are mandatory for all ILO staff and interns. Compliance is currently 95 per cent and 85 per cent respectively. Work to develop an updated Ethics e-learning module was started in 2023 and will be completed in the first half of 2024.
34. The Office has developed a **code of conduct for prevention of all forms of violence and harassment at ILO events**, which was launched at the International Labour Conference in 2022. A range on **information and guidance materials** have been developed in all three working languages including a Managers Guide on the Prevention of all forms of Violence and Harassment including Sexual Harassment and Sexual Exploitation and Abuse, and a more specific Guidance Note on Best Management Practices during Ongoing Investigations. The ILO guide to conflict resolution has been updated. Further materials comprising a publication on the Victim-Centred Approach in the ILO, a Guide on Preventing and Addressing Sexual Misconduct, and Guidance for Staff on Best Practices in Investigations will be published shortly. This will be further supplemented in 2024 with improvements to the **ILO intranet** site on the promotion of respect and the release of a wider set of campaign and awareness-raising materials for all staff on combatting adverse behaviour and creating a safe and respectful workplace.
35. An update of the **Office anti-harassment policy** will be completed in 2024 to bring it in line with the principles and rights enshrined in the ILO Violence and Harassment Convention, 2019 (No. 190). It is also intended to encourage a culture of “upstanding” and early intervention to resolve difficulties using an informal-first approach. Formal conflict resolution, when necessary, will be made more accessible.
36. Respect for all forms of diversity is being further supported by a review of ILO internal policies and procedures. Improved compliance with the United Nations Disability Inclusion Strategy (UNDIS) will be achieved through a **new policy on disability inclusion** which is being

negotiated with the Staff Union. The new policy benefits from inputs from the Employee Resource Group for staff with disabilities or dependents with disabilities, and the negotiations are further informed by the findings of a **disability inclusion survey** carried out in October 2023 and which was responded to by 874 staff members.

37. Significant improvements in **parental leave** provisions within the UN Common System and the conclusion of a revised **Collective Agreement on Maternity Protection and Parental Leave** provide a more gender neutral and inclusive framework for all staff becoming parents.
38. Following a decision of the Governing Body in November 2023, the **internal disciplinary framework** as set out in Chapter XII of the Staff Regulations, has been revised. The new range of sanctions, and procedures for the consideration and imposition of disciplinary sanctions have been communicated to staff via a dedicated page on the intranet.

Outcome 3: Leveraging technology for efficient HR services through continued innovation and digitalization of the HR function

3.1. Focus area: HR technologies/digitalization

39. Progress towards the digitalization of all key HR processes has continued and at the end of 2023, 66 per cent had been completed, thereby exceeding the target set for the first two years of the strategy period. In addition to the positive environmental impact of reducing the use of paper, this provides an increasingly efficient platform to support HR global operations in the context of greater use of flexible work arrangements. The increased digitalization of system- and process-driven aspects of HR work is supporting improved speed and consistency in the delivery of basic services thereby allowing HR staff to dedicate more time to the human and client-facing aspects of the service.
40. A new onboarding platform was launched in early 2022, providing easy access to all relevant documents and information. The platform was further refined in 2023 and is now more user-friendly providing accessible information in all three languages. This has enhanced both client service and the efficiency of the administration of appointment formalities.
41. The pilot initiative launched in 2022 to digitize personnel files has progressed in full compliance with the Office policy on data protection. The e-files preserve the integrity and confidentiality of staff members information and accessibility is appropriately restricted. This provides permanent and instantaneous access to personnel files where needed and eliminates delays encountered in accessing and transmitting information in various administrative processes.
42. To further support greater efficiency and optimize HR processes at the global level, the Office is exploring the feasibility and sustainability of a global electronic filing system. INFOTEC launched two pilot projects in 2023, the results of which will be presented to the Information Technology Governance Committee (ITGC) in April 2024 following which a decision will be taken on the most sustainable approach for managing official records in the future.
43. In addition to the digitization of the user support function of ILO People implemented in 2022, two new functions were added to the ILO Talent Management System in 2023. Firstly, Phase 1 of the skills mapping self-assessment tool, which enables technical specialists to self-assess their skills in collaboration with their managers, to identify skills gaps and identify training needs. Secondly, the Performance Management module of ILO People has been adapted to support the performance evaluation of UNCT Resident Coordinators.

44. In 2023 a new **Time and Absence Management application** was developed to support the implementation of the new entitlements for parental leave introduced by the International Civil Service Commission (ICSC), the new ILO policy on flexible working arrangements and the introduction as of 1 January 2024 of two annual floating public holidays at Headquarters. This new application, fully integrated with IRIS and accessible from anywhere with an ILO laptop, enables staff members and their supervisors to electronically manage and monitor information for parental leave, teleworking, accumulated hours and floating days. These represent significant improvements in terms of providing a more user-friendly and transparent tool for staff, which supports trust and teamwork across the Office. Managers are enabled to ensure that staff absences are well planned and accounted for, that remote work is managed fairly, and that replacement staff can be identified in good time where necessary.
45. With a view to further simplifying administrative processes and improving the user experience, tools were introduced in 2023 to enable staff members to produce **self-attestations for employment and French taxes**, enabling some 1,200 certificates to be produced almost instantaneously and in a secure manner, thereby generating considerable efficiency gains for HR staff.
46. Additionally, with the help of RELMEETINGS, a new application supporting the hiring process for interpretation services was introduced in 2023; this tool includes the full digitization of contracts and a self-service access for the interpreters. The new system has considerably reduced the administrative time needed to produce the more than three thousand interpretation contracts per year, it is fully integrated with IRIS and the payroll system. Monitoring and reporting functions are available for managers in RELMEETINGS and in HRD.
47. The online **LinkedIn Learning library**, available to all ILO staff, provides a rich resource for knowledge acquisition and practical skills development in digitalization. Curated learning paths have been developed for various Microsoft tools and as part of the Transformative Technology topic in the Future of Work learning series. During 2022–23, INFOTEC and HRD have collaborated in the production of a range of new electronic tools to assist the ILO's enterprise resource planning system. These include user guides, short videos and step-by-step manuals which are accessible online from the IRIS user centre.
48. Finally, another important area of digitization undertaken in 2023 was the implementation of the new **Medical Electronic Application** including the full digitization of medical records. The new tool replaces the physical medical files, and permits the digital recording of information regarding consultations, vaccines, periodical examinations, and missions, for both ILO staff members and external visitors such as Governing Body members or external collaborators. Access to these files is entirely restricted to MEDSERV.

3.2. Focus area: HR analytics

49. In addition to the dashboards in the areas of learning and recruitment introduced in 2022, **new interactive dashboards** for managers and staff members have been developed to support the implementation of the new entitlements for parental leave introduced by ICSC, the new ILO policy on flexible working arrangements and the introduction of the floating days at Headquarters. The new tool gives managers and staff members detailed information on work schedules, leave and teleworking arrangements, including percentage of teleworking by unit/departments and offices. These dashboards can be accessed anywhere with an ILO laptop.

► Looking ahead to 2024–25

50. The progress in achieving the objectives laid out in the HR Strategy during 2022–23 puts the Office in a strong position, looking ahead to 2024–25. The key deliverables for the remaining two years for the three outcomes are outlined below:

Outcome 1

51. An inventory of current strategic and operational **workforce planning** activities, processes, and tools in use in the ILO was completed in 2023. This highlighted opportunities to further develop the framework in 2024–25, expanding on what is already in place and ensuring a more systematic approach.
52. The revision of **generic job descriptions** for the remaining job families in the General Service category at headquarters and at the Professional level worldwide will continue, and the remaining phases of the **Skills Mapping Exercise** will be completed.
53. A new **mobility policy** will be developed in the context of the follow-up from the negotiation retreat undertaken by the Administration and the Staff Union.⁶ Furthermore, agreements will be reached to improve access to and awareness of staff development opportunities for development cooperation staff, including exploring funding modalities. This will in turn enable the finalization of the **ILO staff learning and development policy**.
54. In order to more effectively track the different HR-related diversity and inclusion activities and ensure a holistic overview, an “umbrella” plan will be developed for 2024, bringing together the various talent management initiatives and policy developments being undertaken for the different target groups. This plan will be cross-cutting for diversity activities in outcomes 1 and 2 of the HR strategy.
55. The Office will launch the next edition of the Organizational Health Index survey before the end of 2024–25. While this is not an HR Strategy deliverable, this will enable reporting on the related indicators under outcomes 1 and 2 and provide valuable insights on staff experience regarding the organizational and policy changes that have been introduced in recent years.

Outcome 2

56. Information and guidance on the delegation of authority to ensure that managers are sufficiently empowered and accountable in decision making and leadership will be further developed and published in a manner accessible to all staff.
57. Negotiations will be undertaken with the Staff Union to review current mechanisms for recognition of merit and personal promotion to develop more inclusive **reward and recognition mechanisms** applicable to all staff.
58. The implementation of the flexible work arrangement policy will be reviewed at the end of 2024.
59. The implementation of ILO Action Plan on Mental Health and Well-being at work will continue and be further strengthened where possible.

⁶ GB.350/PFA/9.

60. The **ILO Respect** campaign will be fully introduced with a range of information and awareness-raising activities, advocacy materials and trainings available across all regions.

Outcome 3

61. The ITGC decision on e-filing will be actioned.
62. The separation payment process will be reviewed to be aligned for all offices, simplifying the business procedure, improving monitoring and IPSAS reporting.
63. The office will launch a new testing tool to support recruitment.
64. Time of Absence Management dashboards will be upgraded to display real-time information in order to improve the user experience and support managers for monitoring and decision making. The dashboards currently only show information as updated the preceding day.

► Draft decision

65. **The Governing Body requested the Office to take into account the guidance provided in the further implementation of the Human Resources Strategy for 2022–25.**

► Appendix

Interim milestones on key indicators for the HR Strategy for 2022–25

Outcome 1: Diverse workforce with the right skills to face the future

Effective workforce planning

Indicator	Milestone (by end of 2023)	Target (by end of 2025)
Percentage of anticipated vacancies where selection processes are completed prior to the departure of the incumbent	30 per cent	50 per cent
	Results:  51 per cent*	
Means of verification/source of data	Baseline	
HRD workforce planning data	New indicator	
Recruitment module of the ILO's talent management system (ILO People)		
Staff data in the ILO's Integrated Resource Information System (IRIS)		

* Indicator tracked for Senior Management and Office Director positions

Fit-for-purpose job descriptions

Indicators	Milestone (by end of 2023)	Target (by end of 2025)
Percentage of staff in Professional positions worldwide who are assigned an updated generic job description	50 per cent (for both Professional and General Service staff)	70 per cent (for both Professional and General Service staff)
Percentage of staff in General Service positions at headquarters who are assigned an updated generic job description		
	Results:  50 per cent for Professional staff 50 per cent for General Service staff	
Means of verification/source of data	Baseline	
HRD organizational design data	New indicator	
Position data in IRIS		

Gender equality in Professional and senior positions

Indicators	Milestone (by end of 2023)	Target (by end of 2025)
(a) Percentage of ILO Professional positions (P1 to P4, regular staff) held by women	Gender equality within 3 per cent parity (47–53 per cent)	Gender equality within 3 per cent parity (47–53 per cent)
	Results:  54 per cent	
(b) Percentage of ILO senior positions (P5 and above, regular staff) held by women	40 per cent	42 per cent
	Results:  43 per cent	
Means of verification/source of data Composition and Structure of Staff report to the Governing Body	Baseline Status at 31 December 2021: P1–P4: 55 per cent P5 and above: 39 per cent	

Improved geographical representation across the Office

Indicator	Milestone (by end of 2023)	Target (by end of 2025)
Percentage of newly recruited regular staff from less- than-adequately represented nationalities at the ILO	23 per cent	28 per cent
	Results:  Over the period 2022–23 15 per cent	
Means of verification/source of data Composition and Structure of Staff report to the Governing Body	Baseline 31 December 2021 status (over the period 2018–21): 17 per cent	

Training and development meet the needs of an evolving workforce

Indicator	Milestone (by end of 2023)	Target (by end of 2025)
Percentage of staff members who indicate that they receive the training and development they need to be effective in their jobs	Increase by 12 per cent	Increase by 25 per cent
	Results:  Could not be measured*	
Means of verification/source of data Organizational Health Index survey	Baseline 2021 results: 46 per cent	

*Organizational Health Index survey was not run in 2022–23

Increase in functional and geographical mobility

Indicator

Percentage of staff on regular budget positions who change position or duty station for one year or more in 2022–23 and 2024–25

Milestone

(by end of 2023)

15 per cent*

Target

(by end of 2025)

Further increase by 5 per cent*

Results:


Over the period 2022–23

18.8 per cent of staff have been functionally or geographically mobile

Means of verification/source of data

Staff data in IRIS

Baseline

2020–21 status as at 31 August 2021:

13 per cent of the staff have been functionally or geographically mobile over the biennium.

*Separate reports will be prepared to present geographical and functional mobility, but an overall percentage will be calculated based on the total number of moves.

Outcome 2: Respectful and empowering environment

Performance Management for Results

Indicator

Percentage of staff members who indicate that the ILO has clear links between performance and consequences

Milestone

(by end of 2023)

Increase by 10 per cent

Target

(by end of 2025)

Increase by 20 per cent

Results:


Could not be measured*

Means of verification/source of data

Organizational Health Index survey

Baseline

2021 results: 46 per cent

*The Organizational Health Index survey was not run in 2022–23

Healthy working practices/adapting to new ways of working

Indicator

Percentage of staff members responding to the Upward Feedback questionnaire in the Performance Management Framework who indicate that their manager promotes a safe working environment, a healthy work–life balance and personal well-being

Milestone

(by end of 2023)

Increase by 5 per cent

Target

(by end of 2025)

Further increase by 5 per cent

Results:


83 per cent

Means of verification/source of data

The Performance Management module of ILO People

Baseline

2020 Upward Feedback results: 85 per cent

Respectful work environment within the ILO

Indicator

Percentage of staff responding to the Upward Feedback questionnaire in the Performance Management Framework who indicate that their manager is aware of the need to prevent violence and harassment in the workplace and responds appropriately to concerns, providing support to colleagues as necessary

Milestone

(by end of 2023)

Increase by
5 per cent

Target

(by end of 2025)

Further increase by
5 per cent

Results: 
86 per cent

Means of verification/source of data

The Performance Management module of ILO People

Baseline

2020 Upward Feedback results: 81 per cent

Outcome 3: Leveraging technology for efficient HR services through continued innovation and digitalization of the HR function

Increase in the use of HR digital services and tools across the Office

Indicator

Percentage of key HR processes digitalized

Milestone

(by end of 2023)

65 per cent

Target

(by end of 2025)

75 per cent

Results: 
66 per cent

Means of verification/source of data

HRD list of key processes

Baseline

2021 current list of digitalized processes:
42 per cent