



Governing Body

343rd Session, Geneva, November 2021

Programme, Financial and Administrative Section

PFA

Personnel Questions Segment

Date: 4 October 2021

Original: English

Fourteenth item on the agenda

Human Resources Strategy for 2022–25

Diversity, accountability and respect

Purpose of the document

This document presents the Human Resources Strategy for 2022–25, which takes into account the guidance provided by the Governing Body at its 341st Session (March 2021) on the progress made in the implementation of the Human Resources Strategy 2018–21.

The Human Resources Strategy for 2022–25 aims 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 (GB.337/PFA/11), including in terms of gender and geographical diversity, and also addressing underrepresentation, experience relevant to the three constituent groups and opportunities for youth and young professionals.

The Governing Body is invited to comment on and endorse this Human Resources Strategy for 2022–25 (see the draft decision in paragraph 49).

Relevant strategic objective: None.

Main relevant outcome: Enabling outcome C: Efficient support services and effective use of ILO resources.

Policy implications: None.

Legal implications: None.

Financial implications: None.

Follow-up action required: None.

Author unit: Human Resources Development Department (HRD).

Related documents: [GB.341/PFA/16](#); [GB.340/PFA/12](#); [GB.337/PFA/11](#); [GB.331/PFA/13](#); [GB.328/PFA/1](#).

Contents

	Page
Introduction.....	5
Key lessons learned from the Human Resources Strategy 2018–21	5
Key priorities and expected results for 2022–25.....	7
Outcome 1: Diverse workforce with the right skills to face the future	7
1.1. Focus area: Plan for future workforce needs.....	7
1.2. Focus area: Attract, recruit and engage diverse staff.....	9
1.3. Focus area: Develop capacity to deliver.....	10
Outcome 2: Respectful and empowering environment	10
2.1. Focus area: Reinforce accountability for performance	10
2.2. Focus area: New ways of working	11
2.3. Focus area: Respectful and ethical workplace	12
Outcome 3: Leveraging technology for efficient HR services through continued innovation and digitalization of the HR function	13
3.1. Focus area: HR technologies/digitalization	13
3.2. Focus area: HR analytics.....	14
Internal and external partnerships	15
Key assumptions and residual risks.....	15
Draft decision	16
 Appendix	
Selected key indicators for the HR Strategy for 2022–25.....	17

► Introduction

1. At its 341st Session (March 2021), the Governing Body discussed the implementation of the Human Resources (HR) Strategy 2018–21.¹ The Governing Body subsequently requested the Office to take into account the guidance it provided in the further implementation of the HR Strategy 2018–21, and in the preparation of the HR Strategy for 2022–25, so as to ensure a workforce of the highest standards of competence, efficiency and integrity, with due regard to the Action plan for improving the diversity of the ILO workforce,² including in terms of gender and geographical diversity, and also addressing underrepresentation, experience relevant to the three constituent groups, and opportunities for youth and young professionals.
2. The HR Strategy for 2022–25 aims to contribute to the achievement of the ILO's Strategic Plan for 2022–25 adopted by the Governing Body in November 2020 and the Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient, adopted by the International Labour Conference in June 2021. The implementation of this Strategy will contribute to equipping the Organization with the relevant skills and competencies to provide high-quality services to its tripartite constituents. Building on the experience of the COVID-19 pandemic and the related impact on the ILO's ways of working, it will also help to enable staff to perform optimally as new working arrangements are established.

► Key lessons learned from the Human Resources Strategy 2018–21

3. The Office has made progress and recorded achievements in respect of the changes envisaged in the HR Strategy 2018–21. The workforce is broadly aligned with the ILO's strategic objectives and priorities. Workforce planning has been strengthened, taking into account the implementation of the new mandatory age of separation. The Office has developed significant organizational agility, notably in the context of the changes driven by the COVID-19 pandemic. It has increasingly reoriented its HR services to being driven by programme delivery rather than processes. Opportunities provided by information technology (IT) have been leveraged to reduce process time and cost. Accountability for results at the individual level have been duly monitored through the Performance Management Framework and the compliance rate has fully met the targets of the Strategy. Workforce engagement has been enhanced through more effective leadership, talent management and an enabling work environment. Specific initiatives on duty of care and staff well-being have been put in place and further strengthened in the context of COVID-19.
4. The disruption which COVID-19 created for the work of the Office offered an opportunity to review the existing ways of working and HR management tools.

¹ GB/341/PFA/16.

² GB.337/PFA/11.

5. ILO staff demonstrated considerable resilience and flexibility in addressing the challenges brought about by the COVID-19 pandemic. The ILO's employee value proposition – the various elements that motivate external candidates to apply for ILO jobs – enabled the Office to remain an attractive employer, as demonstrated by the 220,000 job applications received since the implementation of the new talent management system. However, there is still scope for significant improvement in the diversity of the ILO workforce, and efforts will continue in line with the action plan for improving the diversity of the ILO workforce and the additional guidance provided by the Governing Body.
6. Specific results achieved by the Office through the implementation of the HR Strategy 2018–21 will be detailed in the Programme Implementation Report 2020–21. A range of key lessons learned throughout the implementation period were taken into account to develop the new strategy.

Lessons learned

- **Workforce planning** – The low turnover in the ILO regular workforce in 2018–21 limited the scope for substantial changes to be made in the short term. There were, for example, only 77 retirements in the 2018–21 period, which limited the range of actions that could be taken to address geographical representation and gender balance. The Office will reinforce its initiatives to improve workforce planning. This will require monitoring and evaluation over a longer time frame.
- **Youth** – The overall rejuvenation of the workforce is an essential component for the success of any future HR strategy. Enhanced efforts to provide recruitment and career opportunities for younger officials will create a multigenerational workforce with a more diverse set of experience, values and perspectives.
- **“One ILO”** – Strategic HR management calls for a more inclusive and integrated approach that recognizes and builds on the expertise and potential of all staff. Colleagues working in development cooperation projects now account for 50 per cent of the total ILO workforce, and more must be done to ensure their employee value proposition is aligned as closely as possible with that of the regular staff of the Office, including their conditions of employment.
- **New ways of working** – Roles and responsibilities at all levels need to be aligned with the changes in the United Nations (UN) work environment. Regulatory changes are also needed to support the more flexible ways of working that were required during the COVID-19 pandemic and which are likely to accelerate change towards new ways of working in the post-pandemic period.
- **Dialogue** – An effective internal social dialogue system is pivotal to enable the Office to overcome difficulties and unexpected events (such as the pandemic) and ensure that HR management priorities remain aligned with critical needs and staff expectations.
- **Feedback** – Strategic HR management must be informed by constituents' priorities as well as operational needs and feedback obtained through staff engagement surveys and dialogue.
- **Respect** – Respect and dignity in the workplace are at the centre of staff concerns. Beyond ensuring an effective accountability framework, the Office needs to continue investing in building and nurturing a respectful workplace culture and mindset.
- **Employee experience** – The ILO employee experience is one of the most important factors driving organizational performance and employee engagement, as well as

functional and geographical mobility. The Office should continue to make the necessary investments to support effective HR management services and operations throughout the ILO employee life cycle, leveraging the potential of IT and further developing HR digital skills.

► Key priorities and expected results for 2022–25

7. The Office has consulted with a diverse group of constituents, line managers and staff representatives to assess the strategic priorities for the next four-year period in order to build better HR tools after the COVID-19 pandemic and provide relevant and high-value services to the tripartite constituents. The inputs received in these consultations have been assessed in the context of the ILO Strategic Plan for 2022–25 (Strategic Vision: ILO 2025) and the Programme and Budget for 2022–23, as well as the other results-based strategies being prepared concomitantly by the Office. The recommendations of the external auditors were also taken into account. The following outcomes have been identified as the key outcomes of the HR Strategy for 2022–25:
 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. **Enabling HR function:** Leveraging technology for efficient HR services through innovation and digitalization of the HR function.

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

8. As the ILO has embarked on the challenge of operationalizing the ILO Centenary Declaration for the Future of Work in the context of a human-centred recovery from the impact of the COVID-19 pandemic, it is clear that success relies on investing in the recruitment and retention of qualified and diverse staff to provide high-quality support to Member States and constituents. The unprecedented speed, scale and complexity of change in the world of work calls for an ILO with an agile, diverse and engaged workforce, supported by effective mobility and recruitment processes. The emphasis on lifelong learning, support for career transitions, and the transformative agenda for gender equality and greater diversity, puts capacity-building at centre stage. The increasing level of digitalization and the associated possibility of more flexible work arrangements call for innovative approaches to job definition and organizational design. The Office seeks to ensure that it has the right people in the right place at the right time, but this is becoming an increasingly complex equation. There is a need to rethink talent management strategies in order to address these changing needs, to innovate ILO processes and refresh the skillsets in ILO teams.

1.1. Focus area: Plan for future workforce needs

9. The ever-increasing pace of change means that the skills and competencies that are in-house today are not necessarily those that will be needed tomorrow. Equally, with the

retirement hiatus resulting from the mandatory age of separation of 65³ due to end in 2022, there is an increased risk of losing key skills, competencies and experience.

10. To address this, the Office will develop tools to map current and future skills needs more proactively, and introduce more robust tools for workforce planning. These will be embedded into the strategic planning cycle, to forecast needs and identify solutions to fill gaps before they arise. This will support the timely publication and filling of vacancies to strengthen continuity and minimize the risk of key roles being left unfilled for extended periods.
11. The Office will introduce support mechanisms for organizational and job design to determine factors such as how these skills are grouped to form a coherent role, how many positions are required for a given job role and in which locations and reporting structures. It will encourage strategic reprofiling and redeployment of positions on a temporary or longer-term basis, which will provide an important element for agility in a zero-growth budget.
12. A well-crafted job description is the first step in an effective recruitment process, and the basis for focused delivery in the future. The ILO's generic job descriptions provide the underlying structural support for recruitment, performance and career development and therefore must be fit for purpose.
13. Following on from the exercise to revise job families and job descriptions for local staff in the field (completed in 2019), activities are now under way to review jobs for the General Service category at headquarters and at the Professional level worldwide, to ensure that they reflect the work and skills required for the ILO to deliver on its mandate. This extensive process also includes an up-front review of the minimum requirements in terms of education, experience and languages with a view to harmonizing the levels across job families and grades while ensuring coherence with other UN entities and enhancing multilingualism within the ILO. The updated framework of job families, generic job descriptions and minimum requirements will provide more clarity for staff on expectations for current and future job roles, helping to promote the highest levels of staff motivation and productivity, ensuring best management practices and facilitating wider career path opportunities for staff members. It will also facilitate the preparation of vacancy announcements and respond to initiative 3 of the Action plan for improving the diversity of the ILO workforce⁴ by ensuring that these requirements do not act as unnecessary barriers to workforce diversity.

Key deliverables

- Revised, fit-for-purpose job descriptions for Professional staff worldwide and for General Service staff at headquarters developed and implemented along with revised minimum requirements for job vacancies.
- Robust workforce planning methodology, processes and tools developed and introduced.

³ In 2018, the mandatory age of separation was set to 65 and staff due to retire at age 60 or 62 were offered the opportunity to continue working until this age (see [GB.319/PFA/11](#)). Many took this option, which resulted in a reduction in the number of retirements in 2018–22.

⁴ GB.337/PFA/11.

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

14. As an organization dedicated to fundamental human rights and social justice, the ILO takes a leading role in promoting gender equality, inclusion and respect for diversity in the world of work and has a strong commitment to “walk the talk” within the Office. A more diverse workforce will bring a broader range of skills and a wealth of experience and perspectives, with the potential to deliver services that more effectively meet constituent needs. Increasing diversity is about attracting and recruiting diverse staff, but leveraging that potential requires fostering an organizational culture of inclusion and belonging where diverse staff can thrive. The Office will continue its efforts to respond to the diversity targets outlined in the ILO action plan for gender equality and the ILO disability inclusion strategy.
15. Strategic outreach and communication campaigns will position the ILO as an employer of choice for the best candidates worldwide by highlighting policies, working methods and cultural elements that appeal to a diverse audience, including women, young people, persons with disabilities, applicants from under-represented countries and applicants with experience relevant to the three constituent groups. Revised approaches and tools for HR representatives, hiring managers and recruitment panel members will build on training to mitigate the risks of unconscious bias during screening, assessment, interviews and report-writing. Targeted career development opportunities for under-represented groups, including talent pools and specific programmes, will be offered where possible.
16. Sensitivity to diversity is a core value in the ILO’s competency and values framework and is required of all managers and staff. Encouraging and practising inclusive behaviours requires a deliberate intention and a commitment at the level of both individuals and teams. The Human Resources Development Department, in collaboration with the Department of Communication and Public Information and the Gender, Equality, Diversity and Inclusion Branch, will continue to raise awareness and provide practical tools and guidance on how to celebrate diversity and champion inclusion and belonging at all levels of the Organization. This will also include the introduction of a “reverse mentoring” programme to encourage intergenerational knowledge exchange. Strengthened onboarding processes will also help to embed inclusive behaviours, along with those outlined in the outcome on a respectful and empowering environment.
17. The ILO is committed to transparent and fair recruitment and is bound by the staff regulations and collective agreements that govern recruitment processes. Improvements have been made with regard to expediting the appointment of development cooperation staff and the ILO Jobs recruitment tool has brought more transparency to the recruitment of local staff in the field, but the efficient filling of regular budget Professional positions remains an area of concern. The strengthened workforce planning outlined above will be supported by a review of the recruitment and selection processes with a view to simplifying and streamlining procedures, by identifying opportunities to group vacancies, use rosters and introduce more flexibility for filling the vacancies created by the domino effects of internal career moves. This review will also provide the opportunity to align, as appropriate, the recruitment processes for regular budget and development cooperation staff with a view to increasing both efficiency and effectiveness.

Key deliverable

- Strategies to provide outreach, training and career development for selected target groups (such as women, under-represented nationalities and persons with disabilities) implemented to improve diversity within the ILO and meet the targets outlined in the ILO action plan for gender equality and the ILO disability inclusion strategy.

1.3. Focus area: Develop capacity to deliver

18. The ILO hires staff of the highest standards of competence, efficiency and integrity, experiences low turnover and encourages internal career progression and mobility. In a typical year, existing staff fill approximately 50 per cent of regular budget vacancies for Professional and higher positions. Yet, the world of work does not stand still and for this trend to continue, the Office must embrace a culture of lifelong learning that enables staff to acquire skills and to reskill and upskill through a variety of means, including functional and geographical mobility.
19. As part of this transformation, the Office is augmenting its current framework for staff development by developing an overarching learning policy and a four-year learning action plan that will elaborate the staff development priorities outlined in the three outcomes of the HR Strategy for 2022–25.
20. Emerging skills needs and the results of competency and skills gap analyses will guide priorities for the use of staff development funds. New frameworks for skills development will be designed and implemented, in collaboration with relevant departments. Capacity-building on digital skills, for staff at all levels, will also be a focus, to support new ways of working and ensure that the various IT tools and systems being implemented across the Office are used effectively.
21. Learning tools will be introduced to assist staff in pursuing self-development and career guidance support will be strengthened. Managers will be further encouraged to use the GROWTH tool to hold guided development conversations with staff.
22. Functional, geographical and inter-agency mobility for professional development remains an area where further improvement is needed. This will continue to be emphasized and additional strategies and mechanisms will be proposed to facilitate career moves both within the ILO – in particular from headquarters to the field and between the ILO and its International Training Centre (the Turin Centre) – and across the family of UN organizations.

Key deliverables

- Learning policy and learning action plan for 2022–25 developed and implemented.
- Revised functional and geographical mobility mechanisms in place.

Outcome 2: Respectful and empowering environment

23. Ensuring a work environment that is rooted in mutual respect, non-discrimination and ethical conduct will help to empower everyone working for and with the ILO to flourish, while delivering more and better results for those we serve. Greater efforts to nurture and develop the individuals that form the ILO workforce within a culture based on shared accountability that recognizes and rewards commitment and excellence will drive effective and efficient performance across the Organization. Building on the lessons learned from the COVID-19 pandemic, modern flexible working arrangements and robust policies to support work and family responsibilities, coupled with comprehensive health and well-being strategies, will further support efforts to provide an inclusive framework that will make the ILO an employer of choice for a diverse and multitalented community.

2.1. Focus area: Reinforce accountability for performance

24. Managers have a key role in enabling high-quality performance by the individuals and teams that they lead and a responsibility for ensuring timely delivery on Office priorities

in a manner that respects operational commitments, the rules and regulations, and the needs of their staff. These significant responsibilities mean that managers must be provided with clear and appropriate delegation of authority and formalized responsibilities to enable decision-making and improve accountability and performance management. The Office will review the delegation of authority across the Office and revise policies, as appropriate, to ensure that managers are sufficiently empowered and accountable in decision-making and leadership. Clear information and guidance in this regard will be published for all staff.

25. The exercise of managerial authority must be supported by the necessary people management skills and systems to manage individual and team performance in an effective and efficient way that ensures accountability for results by recognizing high performance equitably and transparently while addressing underperformance fairly and promptly. Current and future managers will be provided with a continuous learning framework focusing on formal learning and skills development, on-the-job learning, mentoring, development assignments, networking, feedback and coaching, as well as the necessary tools, systems and infrastructure to support their role. All staff members should have the opportunity to take advantage of high-quality and well-targeted learning and development opportunities to help them to reach their full potential. The linkages between staff development, high performance and career progression should continue to be clearly articulated, visible and understood by all. The Office will further develop recognition schemes that encourage innovation and team, individual and managerial excellence, ensuring that rewards are specific, time-bound and available to all staff.
26. Continued efforts to ensure that performance management provides a fair and objective platform for the meaningful evaluation and encouragement of staff are essential in this regard. Performance management will be focused on optimizing the quality of each staff member's contribution to the work of the Organization. This will, in turn, build confidence and commitment to ongoing dialogue between managers and their staff and timely completion of review processes. Efforts will also be made to strengthen the capacity of managers and to increase the visibility and universality of mechanisms to manage underperformance and address non-performance in an effective, fair and timely manner.

Key deliverables

- Information and guidance on the delegation of authority to ensure that managers are sufficiently empowered and accountable in decision-making and leadership published and available for all staff.
- Recognition schemes to reward excellence enhanced and available for all staff.
- Learning activities for managers and information on mechanisms to improve underperformance and address non-performance in an effective, fair and timely manner published and accessible to all staff.

2.2. Focus area: New ways of working

27. The unforeseen and unprecedented experience and impact of the COVID-19 pandemic have undoubtedly revealed significant scope to rethink the way we work. The ILO staff have demonstrated considerable dedication and resilience in continuing to deliver the Organization's programme of work while working almost exclusively from home. The positive aspect of the mandatory teleworking experiences will be assessed and built upon.
28. With vastly improved IT infrastructure, systems and communication platforms, it is clearly possible to move beyond a working model based almost exclusively on set working times

and physical presence in the office and to provide all staff with greater flexibility to deliver their work in a manner that better accommodates their personal situation. Recent experience and continued technological innovation lead us to conclude with confidence that the introduction of a wider range of flexible work arrangements will be to the advantage of the Organization and its staff. New ways of working have the potential to improve the health, well-being and work-life balance of staff, and to create a more inclusive workplace for a gender-balanced, diverse and truly international workforce.

29. This will, however, require investment to improve our capacity to support work in hybrid and virtual teams to ensure that all staff can and do contribute effectively, regardless of their physical location. Increasing the possibilities for flexible work arrangements will also increase the risk of diminishing the quality of interpersonal contact between colleagues. Care is needed to ensure that new ways of working are genuinely conducive to work-life harmony and that the ability to connect does not undermine the need to disconnect from work reasonably and responsibly. Preventive health measures to promote good physical and mental health and well-being are essential, as are measures to help staff ensure that virtual work environments meet occupational safety and health requirements.
30. A new framework for a wider range of flexible working arrangements will be introduced, based on the principles of non-discrimination, equity and transparency, and results-based management. This will be supported by dedicated guidance and training on how to manage and work effectively within hybrid and virtual teams by leveraging the opportunities offered by IT and enhancing digital skills. A comprehensive framework of measures will be designed and introduced to support the physical and mental health and well-being of all staff as a complement to a broader set of occupational safety and health measures.

Key deliverables

- New framework of flexible working arrangements supported by guidance and training on how to lead, manage performance and work effectively within hybrid and virtual teams.
- A comprehensive framework, including learning activities for managers, to support the physical and mental health and well-being of all staff developed and implemented.

2.3. Focus area: Respectful and ethical workplace

31. Ensuring the highest possible levels of respect and ethical conduct at work will reduce the possibilities for inappropriate conduct and conflict of any form. More rigorous recruitment and reference checks will be utilized to ensure that those appointed by the ILO demonstrate the highest possible standards of integrity. Embedding an ILO culture of respect requires further efforts to ensure that any forms of actual or perceived discrimination are addressed, and that adequate internal policies, procedures and practices are in place to prevent all forms of violence and harassment within the Organization. These efforts will be informed by the principles and actions identified in the Violence and Harassment Convention (No. 190) and Recommendation (No. 206), 2019.
32. A comprehensive package of information materials and training modules will be delivered to ensure that all staff are aware of and understand the principles, values and standards of conduct enshrined in the UN Charter, the Standards of Conduct for the International Civil Service and the Principles of Conduct for Staff of the ILO. These efforts will be further enhanced by the implementation of an Organization-wide campaign to promote respect and eliminate all forms of unethical and inappropriate behaviour, including harassment

and abuse of authority within the ILO. Respect for all forms of diversity will be supported by a review of ILO internal policies and procedures to identify and address discrimination and ensure that the specific challenges and needs of various groups are understood and addressed, with particular emphasis on the need to achieve gender parity at all levels, on compliance with the UN Disability Inclusion Strategy and on efforts to combat racism, racial discrimination and all forms of homophobia and transphobia.

33. In this regard, ethical conduct and decision-making will be enhanced through combined initiatives of the Ethics Office, the Mediator function, the Office of Internal Audit and Oversight and the Human Resources Development Department to ensure that all staff are aware of the expected standards of conduct and the consequences of failing to meet them. The comprehensive and consultative revision of the disciplinary framework will continue with the objective of ensuring transparent, fair and efficient procedures for the timely review of possible misconduct and of expanding the range of disciplinary sanctions to provide a set of appropriate and proportionate measures.

Key deliverables

- “ILO Respect” campaign to promote the highest levels of conduct and respect and to eliminate all forms of discrimination, violence and harassment within the ILO implemented.
- Internal disciplinary framework revised and communicated to staff.

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

34. Since 2018 and as part of the 2018–21 Strategy, the Human Resources Development Department has embarked on a large-scale digital transformation to improve its level of service while controlling costs and reducing its environmental footprint. With a rapidly changing external environment, combined with a growing need for efficiency and effectiveness, it is essential for the Office to continue its efforts to modernize and optimize HR processes, linking people, process and performance, to enable the Office to be more effective and qualitative in all the work we do.
35. The forced and unplanned recourse to almost universal work-from-home arrangements due to COVID-19 highlighted the need for ILO staff at all levels to have digital skills that are up to date and fit for purpose. It also made apparent the known limitations of paper-based file systems in physically secure storage.
36. The likelihood of a much greater use of flexible working arrangements and hybrid teams makes it imperative that the IT equipment, tools and systems being implemented across the Office are optimal and used effectively. The anticipated increase in remote work beyond COVID-19, together with the apparent heightened risk of health crises, natural disasters and civil and political unrest, require that the data files concerning active staff, retirees and service providers can be accessed virtually from any location and are not vulnerable to any localized threat. This will ensure efficient administration at all times and additional security and peace of mind in times of crisis.

3.1. Focus area: HR technologies/digitalization

37. Leveraging technology to enable new and more efficient ways of working will be an important focus area in implementing the HR Strategy for 2022–25 and achieving the identified objectives and outputs. The continued development of technologies and the

further digitalization of HR functions will enable the Office to address the following key areas:

- **Connect** – Improving information sharing and decision-making processes to enable teams to act quickly, to connect with others, to communicate better and to collaborate more effectively.
 - **Share** – Providing all managers and staff with easy access to relevant HR materials (such as the Staff Regulations, internal governance documents, HR manuals and statutory forms) and equitable learning opportunities so that nobody is left behind, regardless of their physical location (in the regions or at headquarters).
 - **Reach** – Speeding up all recruitment processes and subsequent onboarding processes while improving candidates' experience.
 - **Secure** – Improving employee data protection while ensuring that authorized personnel have access to key information and data files.
 - **Automate** – Improving the efficiency of HR staff through digitalization of HR processes, including automation of administrative tasks that will significantly improve the quality and delivery of HR services.
38. Ongoing efforts to digitalize and automate HR business processes, including through self-service applications, will be continued. This will ensure that universally accessible, modern and user-oriented HR services are provided in a more flexible, mobile and virtual working environment, thereby minimizing any real or perceived differences in the provision of HR administrative support between headquarters and field locations.
 39. New and enhanced tools and technologies will also be used to increase efficiency, to enhance the user experience, and to support activities under outcomes 1 and 2 above, and in particular for recruitment, outreach and onboarding. New IT initiatives will improve and accelerate the recruitment process, reducing the time spent organizing tests, assessments and interviews of candidates, and the onboarding of selected staff. Digitalizing the system- and process-driven aspects of these work streams will ensure speed and consistency in the delivery of basic services while freeing up time for HR staff to dedicate to the more human and client-facing aspects of the HR service.
 40. A major initiative will be launched in cooperation with the Information and Technology Management Department to digitalize all employee data and to develop a central, secured and sustainable IT storage system in compliance with the Office policy on the protection of personal data. This complex and large-scale project will require significant resource allocation but will provide a platform to support smooth HR operations in the context of the increased use of flexible work arrangements and in the unfortunate event of disruption of the physical workplace due to any possible external factors.

Key deliverables

- Digitalized personal files within a secure and sustainable IT system in compliance with the Office policy on the protection of personal data.
- Digitalized HR business processes.

3.2. Focus area: HR analytics

41. The objectives set out in outcomes 1 and 2 of this Strategy relating to workforce planning, performance management, enhanced accountability and staff development must be supported with clear and accessible information and advice to staff and managers to

effectively manage and analyse key HR functions and processes. Efforts to design and implement enhanced, easy-to-use dashboards and reports to support information-sharing and decision-making across the Office will be continued. This will also support a more individualized and specific approach to talent management in terms of identifying key development needs and opportunities and maximizing the potential of staff.

42. Constituents' expectations for enhanced transparency necessitate the availability of comprehensive data that can be analysed quantitatively and qualitatively. The Office will create new people analytics tools that will support the achievement of HR objectives and enable the continuous monitoring of and reporting on progress, both internally and externally.

Key deliverable

- Enhanced dashboards and reporting functionality to support data-driven decision-making.

▶ Internal and external partnerships

43. Implementation of the HR Strategy will strengthen existing collaboration and joint initiatives with key institutional players that drive HR management in the UN common system. The Office will continue to engage positively in the activities of the International Civil Service Commission to ensure that it takes account of the specific needs and values of the ILO in its HR policy reviews and in ensuring compliance with the decisions and recommendations made by the Commission. The Office will continue to actively engage with the Human Resources Network of the UN Chief Executives Board for Coordination to ensure that the senior leadership commitments for the future of work in the UN system, as well as other objectives set by the UN High-Level Committee on Management, are duly accounted for in the implementation of the ILO HR Strategy.
44. Cooperation with the Turin Centre, through its new portfolio of digital training services, will be essential in achieving the targets of the Strategy, particularly in delivering activities in the area of staff development, training and digital capacity-building. The Turin Centre will remain a key partner in the implementation of the ILO HR Strategy as well as being an essential platform of exchange and knowledge-sharing between headquarters and the regions, both virtually and in person.

▶ Key assumptions and residual risks

45. The implementation of the HR Strategy for 2022–25 will continue to rely on three key assumptions. Firstly, that the Office will have the necessary resources in place to deliver on its mandate with a stable workforce. Secondly, that the external context will stabilize after the COVID-19 pandemic and enable the ILO to recruit and retain staff members who are committed to the values of the Organization and have the appropriate skillsets. Thirdly, that there is the necessary internal capacity to address the key outputs of the HR Strategy. Under these assumptions, the proposed HR Strategy may need to be reviewed if there is a substantial change in organizational resourcing. Moreover, while the Office has broadly addressed the operational challenges of the COVID-19 pandemic, a new, more

dangerous variant or a new pandemic could emerge and affect the implementation of the HR Strategy.

46. In this context, the Human Resources Development Department will continue to maintain a specific risk register that will be regularly reviewed as circumstances change. The Governing Body will be informed if any materialized risks require a substantial change in direction.
47. In addition, the implementation of the HR Strategy will take into account risks within the UN common system (such as the possibility of a significant change in the HR policies and rules of the common system, and the associated impact on the delivery of HR outcomes). Information-related risks, such as the possibility of insufficient data being available to support an initiative of the HR Strategy, and the associated effect on the delivery of HR outcomes will also be taken into account. Mitigation measures for this specific risk area will include effective use of HR data analytics to monitor HR operations and reinforce controls to support greater delegation of authority, as mentioned in outcome 2.1.
48. The impact of the new ways of working on talent retention, employee engagement and the health and well-being of staff will be duly considered. Furthermore, efforts will be made to address the possible lack of resources and capacity to meet major HR IT development needs, which could affect the implementation of many of the activities foreseen under outcome 3.

▶ Draft decision

49. **The Governing Body endorsed the Human Resources Strategy for 2022–25 and requested the Office to take the guidance provided into account in implementing the Strategy.**

► Appendix

Selected 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
Means of verification/source of data HRD workforce planning data Recruitment module of the ILO's talent management system (ILO People) Staff data in the ILO's Integrated Resource Information System (IRIS)	Baseline New indicator	
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		
Means of verification/source of data HRD organizational design data Position data in IRIS	Baseline New indicator	
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)
(b) Percentage of ILO senior positions (P5 and above, regular staff) held by women	40 per cent	42 per cent
Means of verification/source of data Composition and Structure of Staff report to the Governing Body	Baseline Status at 30 September 2021: P1–P4: 55 per cent P5 and above: 38 per cent 31 December 2021 status (to be confirmed)	

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
Means of verification/source of data	Baseline	
Composition and Structure of Staff report to the Governing Body	1 September 2021 status (over the period 2018–21): 18 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
Means of verification/source of data	Baseline	
Organizational Health Index survey	2021 results: 46 per cent	

Increase in functional and geographical mobility

Indicator	Milestone (by end of 2023)	Target (by end of 2025)
Percentage of staff on regular budget positions who change position or duty station for one year or more in 2022–23 and 2024–25	15 per cent*	Further increase by 5 per cent*
Means of verification/source of data	Baseline	
Staff data in IRIS	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	Milestone (by end of 2023)	Target (by end of 2025)
Percentage of staff members who indicate that the ILO has clear links between performance and consequences	Increase by 10 per cent	Increase by 20 per cent
Means of verification/source of data	Baseline	
Organizational Health Index survey	2021 results: 46 per cent	

Healthy working practices/adapting to new ways of working

Indicator	Milestone (by end of 2023)	Target (by end of 2025)
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	Increase by 5 per cent	Further increase by 5 per cent
Means of verification/source of data	Baseline	
The Performance Management module of ILO People	2020 Upward Feedback results: 85 per cent	

Respectful work environment within the ILO

Indicator	Milestone (by end of 2023)	Target (by end of 2025)
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	Increase by 5 per cent	Further increase by 5 per cent
Means of verification/source of data	Baseline	
The Performance Management module of ILO People	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	Milestone (by end of 2023)	Target (by end of 2025)
Percentage of key HR processes digitalized	65 per cent	75 per cent
Means of verification/source of data	Baseline	
HRD list of key processes	2021 current list of digitalized processes: 42 per cent	