



联合国
粮食及
农业组织

Food and Agriculture
Organization of the
United Nations

Organisation des Nations
Unies pour l'alimentation
et l'agriculture

Продовольственная и
сельскохозяйственная организация
Объединенных Наций

Organización de las
Naciones Unidas para la
Alimentación y la Agricultura

منظمة
الأغذية والزراعة
للأمم المتحدة

FINANCE COMMITTEE

Hundred and Sixty-fourth Session

Rome, 7 - 11 November 2016

Human Resources Management

ADDITIONAL INFORMATION

Queries on the substantive content of this document may be addressed to:

Ms Monika Altmaier
Director
Office of Human Resources
Tel: +3906 5705 6422

*This document can be accessed using the Quick Response Code on this page;
an FAO initiative to minimize its environmental impact and promote greener communications.
Other documents can be consulted at www.fao.org*



ms068

EXECUTIVE SUMMARY

- The Committee is presented with additional information on major achievements in human resources management at FAO, and challenges ahead for information.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of additional information on achievements of human resources management, and of challenges ahead.

Draft Advice

- **The Committee welcomed the major achievements in human resources management at FAO, and noted the challenges ahead.**

1. This document provides additional and updated information to document FC 164/7.

Vacancy status update and map

2. Document FC 164/7 presents the status of professional vacancies in FAO as of 21 October. The table below presents updated information on the status of professional positions and the resulting vacancy rate as of 1 November. The difference compared with the version provided in document FC 164/7 is (a) the proper reflection of staffing at unit level, as per the Adjustments to the PWB 2016-17¹ and (b) the updated status of pipeline recruitment, including projected vacancy rates as of December 2016, taking into consideration the recruitment processes pending.

Table 1: Vacancy status update and map

Group	Division/ Unit	Total Professional post	Total post occupied	Vacancy rate %	Vacancy rate - group	Processes pending	Projected vacancy rate %	Projected vacancy rate - group
APEX	ODG	9	8	11.1	12.9%		11.1	11.0%
	LEG	16	14	12.5			12.5	
	OCC	45	39	13.3		2	8.9	
	OED	8	8	0.0			0.0	
	OHR	46	38	17.4		1	15.2	
	OIG	18	16	11.1			11.1	
	OSP	21	19	9.5			9.5	
DDO	DDO	8	5	37.5	17.3%		37.5	12.0%
	CIO	43	35	18.6			18.6	
	CPA	39	29	25.6		8*	5.1	
	OPC	34	31	8.8			8.8	
	OSD	10	8	20.0			20.0	
	CSS	16	16	0.0			0.0	
CS	CSD	5	4	20.0	13.5%		20.0	11.5%
	CSA	17	15	11.8			11.8	
	CSF	30	26	13.3			10.0	
DDN	DDN	7	4	42.9	19.0%		42.9	14.3%
	NRC	14	13	7.1		1	0.0	
ES	ESD	11	10	9.1	11.1%		0.0	9.0%
	ESA	18	16	11.1			11.1	
	ESN	27	23	14.8		1	11.1	
	ESP	26	22	15.4			15.4	
	ESS	24	23	4.2		1	0.0	
	EST	38	34	10.5			10.5	
AG	AGD	16	13	18.8	11.8%		12.5	9.1%
	AGF	16	15	6.3			6.3	
	AGA	24	21	12.5			12.5	
	AGL	16	15	6.3			0.0	
	AGE	7	5	28.6		1	14.3	
	AGP	31	28	9.7			9.7	
FI	FID	1	1	0.0	15.9%		0.0	14.5%
	FIA	68	57	16.2		1	14.7	

¹ CL 153/3

Group	Division/ Unit	Total Professional post	Total post occupied	Vacancy rate %	Vacancy rate - group	Processes pending	Projected vacancy rate %	Projected vacancy rate - group
FO	FOD	6	5	16.7	11.6%		0.0	9.3%
	FOA	37	33	10.8			10.8	
TC	TCD	5	5	0.0	16.3%		0.0	12.2%
	TCE	1	0	100.0			100.0	
	TCI	71	56	21.1		4	15.5	
	TCS	21	21	0.0			0.0	
Total headquarters		850	731	14.0		20	11.1	
DOs	RAF/SFC/SFE/SFS	67	57	14.9	14.6%		14.9	14.6%
	RAP/SAP	55	47	14.5			14.5	
	REU/SEC	27	26	3.7			3.7	
	RLC/SLC/SLM	48	40	16.7			16.7	
	RNE/SNE	36	29	19.4			19.4	
FAORs	FAP	9	9	0.0	8.9%		0.0	8.9%
	FEU	5	5	0.0			0.0	
	FLA	16	12	25.0			25.0	
	FNE	6	6	0.0			0.0	
	FRA	20	19	5.0			5.0	
LOs	LOG	3	2	33.3	12.5%		33.3	12.5%
	LOJ	1	1	0.0			0.0	
	LON	2	2	0.0			0.0	
	LOR	1	1	0.0			0.0	
	LOW	1	1	0.0			0.0	
Total Decentralized Offices		297	257	13.5		0	13.5	
TOTAL FAO		1147	988	13.9		20	11.7	

* 6 posts are identified for abolition in the process outlined in Enhanced Technical Capacity and Consolidation of Programme Arrangements in 2016-17

3. Professional positions have been filled in the last months on the basis of the more than 100 vacancy announcements that were issued earlier this year, following implementation of the Adjustments to the PWB 2016-17. The relevant Professional Staff Selection Committees (PSSCs) have been very active in the process. In line with established practice, in some cases short-lists of candidates endorsed by a PSSC were used to fill analogous positions, particularly when the originally appointed candidate was an internal FAO staff member, and therefore the appointment led to creation of a further vacancy through vacation of the candidates' former position.

Use of non-staff human resources (NSHR)

4. The Organization continues to rely on NSHR delivery of its programme of work in all locations. As of 1 November 2016, a total of 2350 consultants² were under contract with FAO, equally balanced between headquarters and decentralized offices.

Table 2: Regional grouping of NSHR by nationality

Region of nationality	Total length-in-service (years) since first assignment with FAO							Total	Percentage of the total
	0 - 1	2-3	4 - 5	6 - 7	8 - 9	> 10			
Headquarters									
AFRICA	22	11	9	6	2	10	60		
ASIA	18	7	7	6	1	8	47		
EUROPE	256	153	110	104	56	157	836		
LATIN AMERICA & CARIBBEAN	42	14	12	8	4	5	85		
NEAR EAST	8	3	2	1	2	2	18		
NORTH AMERICA	40	25	13	6	5	14	103		
SOUTHWEST PACIFIC	9	4	2	4		2	21		
	395	217	155	135	70	198	1170		
Decentralized offices									
AFRICA	63	20	36	19	19	51	208		
ASIA	36	19	18	4	11	22	110		
EUROPE	189	64	86	38	29	105	511		
LATIN AMERICA & CARIBBEAN	46	24	24	12	12	30	148		
NEAR EAST	8	6	7	4	1	9	35		
NORTH AMERICA	44	19	11	11	4	19	108		
SOUTHWEST PACIFIC	24	11	2	2	2	19	60		
	410	163	184	90	78	255	1180		
All locations									
AFRICA	85	31	45	25	21	61	268	11%	
ASIA	54	26	25	10	12	30	157	7%	
EUROPE	445	217	196	142	85	262	1347	57%	
LATIN AMERICA & CARIBBEAN	88	38	36	20	16	35	233	10%	
NEAR EAST	16	9	9	5	3	11	53	2%	
NORTH AMERICA	84	44	24	17	9	33	211	9%	
SOUTHWEST PACIFIC	33	15	4	6	2	21	81	3%	
Total	805	380	339	225	148	453	2350	100%	

5. From *Table 2*, it is noted that about 20% of FAO consultants have been in a contractual relationship with FAO for more than 10 years, thus contributing substantially to retention of the technical capacity of the Organization. From a geographic perspective, nationals of European and North American countries account for two-thirds of the overall number of consultants currently employed by FAO, with only 7 countries representing more than half of the number, as shown in *Table 3*.

² For the purposes of this document, consultants include those NSHR in the categories COF.REG and PSA.SBS, which are the categories used for regular consultants. It excludes other types of NSHR such as translators, graphic designers, etc.

Table 3: Countries whose nationals account for more than 50% of total NSHR

No.	Nationality	Headquarters	Decentralized Offices	Total	(%)	Accumulated %
1	ITALY	501	58	559	23.8%	
2	UNITED STATES	74	78	152	6.5%	30.3%
3	FRANCE	70	79	149	6.3%	36.6%
4	UNITED KINGDOM	44	74	118	5.0%	41.6%
5	SPAIN	43	36	79	3.4%	45.0%
6	GERMANY	34	38	72	3.1%	48.0%
7	CANADA	29	30	59	2.5%	50.6%
8	Other nationalities	375	787	1162	49.4%	
Total		1170	1180	2350	100%	

Reprofiling of professional positions

6. As mentioned in document JM 2016.2/2, the streamlining of the work of the Shared Services Centre (CSS); the Conference, Council and Protocol Affairs Division (CPA); and the Corporate Services Department (CS), have resulted in efficiencies of about USD 4.5 million. These will imply the conversion of some 46 administrative positions to technical and programme positions, mainly at headquarters, including in support of work on antimicrobial resistance, climate change, fisheries, geospatial information systems, statistics, SDGs, investment, partnerships and programme coordination. The areas so far identified by the Strategic Programme teams are listed below. Work is underway to prepare the adequate job profiles for these areas, with a view to proceed with the identification of the required staff members.

Table 4: Priority areas of expertise needed by Strategic Programme teams

	Priority areas
SP1	Monitoring and evaluation Statistics Governance and political economy Obesity and related diseases Linkage to private sector and consumers associations
SP2	Climate change at policy level, mitigation and implementation both at the Regional and Sub regional level Environmental issues in particular recovery land degradation in Africa and Asia Agroecology, agroforestry and social economic issues in particular to perform analysis of benefits aspects Soil scientists Agriculture productions systems
SP3	Social protection Analytical background on poverty reduction Policy analysis with background in market and public procurement Economists with quantitative and qualitative background and expertise on employment

	Priority areas
SP4	South-South Cooperation Financial profiles Value chain development in Africa and Asia Trade aspects Fishery and agribusiness
SP5	Climate change and disaster reduction Food Security and peace stability Conflict analysis Livestock production in conflict areas

Outside activities

7. The involvement of FAO staff in outside activities was lacking a clear policy framework that could take into consideration the implications for staff time, commitments towards partner organizations, and potential conflict of interest. Instructions were issued inter alia by means of a dedicated Administrative Circular regarding the involvement of FAO staff in outside activities. As a result, about 70 staff members were granted approval to conduct these activities and a proper record will now be monitored so these opportunities could be used to foster the work of the Organization and not only on the basis of individual decisions by staff members.

Improvements in short-term contracts

8. In an effort to rationalize the use of short-term contracts, for the professional and general service categories, new administrative procedures were issued in October concerning the appropriate use and maximum duration of these type of contracts (55 months). It is now recommended to issue vacancy announcements for the selection of professional short-term contracts when the duration is expected to be 11 months, particularly at P-5 level. Similarly, to maximize the efficiency of their use, the alignment of contract breaks during periods of low activity, such as December and August, will be progressively introduced.

Rationalization of Official Holidays at headquarters

9. A review of data for the last years shown that on average 50 percent of staff at headquarters, including senior management, took leave during 25-31 December, producing a slowdown in activity that translated into significant operational costs to the Organization with a reduced output. The possibility of concentrating the official holidays at Headquarters during this period was reviewed and implemented for 2016, with estimated savings of around 1 USD million. Normal contingency and other planning will ensure that the Organization is able to respond to unexpected emergencies or calls for action, since adequate procedures for these extraordinary circumstances were and are in place. Following consultation with the Staff Representative Bodies, the experience of having official holidays during 25-31 December will be repeated in 2017.

Challenges ahead

10. FAO has accomplished much in the realm of human resources management since 2012. However, the enhancement of HR management is a continuum of effort rather than a single point of improvement, and a number of challenges still lay ahead.

11. The improvements to professional level recruitment, with the institution of new, better balanced, and decentralized selection committees (PSSCs) has led to fairer, speedier and more effective appointments. Nevertheless, divulgence of related confidential and proprietorial information continues to occur. This runs contrary to UN level established rules and regulations, undermines the recruitment itself, and leaves the process open to external interference.

12. Similarly, while the composition of the new PSSCs is more balanced than before, a residual tendency of bias is still observed with regard to internal candidacies. The participation of external panelists on the PSSCs will be therefore strengthened in order to continue bolstering the primordial principle of merit-based recruitment.

13. Efforts for improved recruitment outreach have yielded positive results. This includes (a) the global and regional calls for expression of interest for General Service staff, leading to appointment of good quality external candidates; and (b) reinforcing professional vacancy announcements through regional and countries, leading the success of the 2016 EU-funded FIRST programme recruitment. However, the instruments for better senior level recruitment positions have not yielded the expected results. These will require further consideration, especially at global and local level, and the use of external professional recruitment companies.

14. As outlined in main document FC 164/7, there have been improvements in pursuing the equitable geographic distribution of member countries, with a reduction in the number of non-, under- and over-represented countries in the Secretariat of FAO. The FIRST programme and JPO recruitment processes enhanced not only effective appointment at local level, and workforce rejuvenation, but also contributed to equitable geographic distribution.

15. But challenges still abound in this arena. Difficulties in non-representation have been observed for instance in relation to member countries with no representation at HQ, relative low populations and/or very high-income levels. A number of alternative approaches will need to be taken in order to achieve better distribution, including establishment of country-level rosters, and local or regional level recruitment drives.

16. The use of non-staff human resources has proved to be an invaluable asset for the Organization, not least by providing flexibility in programmatic and operational needs, as well as bolstering the technical capacity of FAO. In this regard, the introduction of guidelines in 2013 and 2015 has rationalized the use of consultants and other NSHR significantly. Nevertheless, there remain long-standing challenges in relation to national and regional balance of both the number and remuneration of NSHR, and these will be addressed.

17. The relationship between Management and Staff Representative Bodies (SRBs) has been greatly improved since 2012, as articulated in the main document. However, in line with the Organization's overall approach on continued efficiency, there still remain areas of improvement, such as the further consolidation of the large number joint Management-SRB committees into more effective such fora.

18. Finally, the ability of staff and employees to absorb transformational changes introduced at FAO since 2012 have been supported by better communication. The changes have been wide-spread and deep, from the reviewed Strategic Framework, the drive for result-oriented focus, the continuous search for more efficiency, and greater cross-sectoral manner of working. All these changes have impacted staff and employees, and effective HR management.

19. In this time, one consolidated intranet has been set up, recently renewed and rebranded in 2015 with articles and other communications accompanying, explaining and articulating each change to help timely comprehension by staff and employees. For example, from 2012 more than 1000 articles, interviews, dedicated forums, video and other communications relating to Human Resources Management and other changes have been published. This is a significant increase from 15 in the period from 2008 through 2012.

20. Monitoring of a specific email communications channel introduced in 2013 has shown an increase in staff engagement with 6400 exchanges in correspondence in the period 2015-2016 compared with 500 in the period 2013-2014. Similarly, a dedicated portal has been established on the front page of the intranet for exclusive use of the staff representative bodies. Nevertheless, the support to staff in absorbing changes and improvements in the Human Resources management will continue to be pursued and diversified for greater effectiveness.