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## FINANCE COMMITTEE

**Hundred and Forty-eighth Session**

**Rome, 18 - 22 March 2013**

**Progress Report on Implementation of the Human Resources Strategy  
Framework and Action Plan 2012-13**

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### EXECUTIVE SUMMARY

- At its 147th Session in November 2012, members of the Finance Committee were provided with a comprehensive progress report on the implementation of the '2012-13 Human Resources Strategic Framework and Action Plan' and the revised structure of the HR function, which had been approved by the FAO Council at its 144th Session in June 2012.
- Since November of last year, steady progress has continued to be made with a number of HR initiatives, as reflected in the updated 2012/13 HR Action Plan attached to this document. In addition, the present report highlights the status of the five initiatives for which Committee members specifically requested updates. These are: (i) reduction of recruitment timeframes; (ii) geographic representation of Junior Professionals; (iii) the corporate mobility policy; (iv) gender and geographic representation targets; and (v) HR policies on Delegations of Authority and Hiring of Retirees.

### GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of progress with the HR initiatives included in the HR Strategic Framework and Action Plan 2012/13, and of the information provided about the five initiatives, for which status reports were specifically requested in the Report of the 147th Session.

### Draft Advice

- **The Committee took note of progress with the HR initiatives included in the HR Strategic Framework and Action Plan 2012/13, and of the information provided about the five initiatives, for which status reports were specifically requested at the 147th Session.**

1. Since the 147th Session of the Finance Committee held in November 2012, steady progress has continued to be made with most of the key HR initiatives grouped under six Organizational Outputs in the 2012/13 HR Action Plan. The progress achieved is reflected in the updated Action Plan attached as an Annex to this document.

#### Overview of the major current HR priorities

2. The establishment of a framework to promote continuous learning and development within the workforce is critical for a knowledge organisation to secure the requisite technical capacity and expertise. A current priority in this area is the revision of the corporate learning strategy to reflect emerging needs and priorities, including building the capacity of Decentralized Office staff in programming and operations tools. In order to address corporate priorities in this area and establish strong monitoring and evaluation mechanisms, staff development allocations for 2013 have been centralized under the aegis of the HR support service. This will further enable FAO to assess the relevance and quality of its training programmes and reinforce a consistent approach in the use of its staff development funds. The revised learning strategy framework will take into consideration the revised approach and incorporate recommendations made during the evaluation of the learning function in 2012 with a view to adopting cost effective methods of delivery of learning programmes.

3. Following the consolidation of active job titles in 2012, progress continued to be made in developing Generic Job Profiles (GJPs) for each FAO job family. As part of the second phase of the Competency Framework project, the GJPs are being mapped to the new competencies during the first quarter of 2013. Within this period and in support of the development of the 2014-15 programme of work and budget, substantial work is being undertaken on managing positions and staffing structures within different organizational entities. This exercise also involves potential changes to existing organizational structures and will entail the development of an overall framework to institute effective organizational design.

4. Pursuant to the findings emanating from the Salary Survey for General Service Staff conducted in Rome by the ICSC in April/May 2012, proposals were developed in consultation with a Joint Advisory Working Group and subsequently endorsed. As a result, the revised salary scale and allowances recommended by the ICSC were introduced with effective date 1 February 2013 as a secondary salary scale applicable to staff recruited on or after that date. The revised salary scale will also be applicable to staff rehired after a break in service. The existing salary scale, which has been in effect since 1 November 2010, remains applicable to staff recruited before 1 February 2013. This scale will be frozen until the secondary salary scale reaches the same level by means of the yearly interim adjustments. The use of service differential has been discontinued with effective date 1 March 2013. At the time of the preparation of this report, the Joint Advisory Working Group continued to consider modalities to align the FAO Separation Payment Scheme with the national separation payment scheme.

5. In order to establish an official corporate mechanism to recognize high performance and address cases of underperformance, the Organization is developing a Recognition and Performance Improvement Policy. The draft policy proposes several rewards and recognitions options, with a tangible link to performance evaluated under the Performance Evaluation Management System (PEMS), which was officially rolled out to all staff as of 1 January 2012. It also proposes linkages of PEMS to administrative decisions such as the extension and conversion of appointments, as well as measures to address serious cases of under-performance.

6. A review has also been undertaken of current practice regarding the recruitment of international non-staff human resources. The objective is to establish a corporate framework for the recruitment of international Consultants and Subscribers to Personal Services Agreements, incorporating guidelines for managers and Human Resources Servicing Officers on classification of assignments, establishment of categories from junior to senior level including honoraria bands, and establishment of a standard calculation of the proposed living allowances for non-locally recruited

employees. Taking into account recommendations made by the internal auditors, rules governing rental subsidy were revised, and more rigorous controls on the use of rental subsidy were introduced. Furthermore, harmonizing FAO's approach with practice in the UN Common System and in other duty stations, measures were introduced as of 1 February 2013 establishing reasonable maximum rent levels based on the family size for Rome-based staff.

7. In pursuing a reinforced HR management function, the Organization continues to reaffirm its commitment to the principle of consultation with staff on matters relating to terms of employment and conditions of service as provided in the FAO Staff Regulations, whilst recognizing the Director-General's managerial authority as embodied in the Constitution and General Rules of the Organization. With the fulfilment of the IPA and Reform initiatives, the fruitful collaboration realised through the Ad Hoc Joint Advisory Committee on FAO Reform (JAC/FAR) will continue through the regular consultative mechanism that had been established previously between the administration and staff associations. The Organization endeavours to further strengthen the consultative process by promoting dialogue between management and staff while better clarifying the respective roles of management and staff associations. In this connection, measures are being identified to rationalise and streamline a number of staff related functions to secure a framework that supports more effectively the needs of staff and avoids potential duplication of efforts as well as ineffective utilisation of resources.

#### Update on the five HR initiatives highlighted by Finance Committee members

8. At the 147th Session, Committee members specifically requested updates on five key HR initiatives to be presented at the 148th Session. These initiatives are (i) reduction of recruitment timeframes; (ii) geographic representation of Junior Professionals; (iii) the corporate mobility policy; (iv) gender and geographic representation targets; and (v) HR policies on Delegations of Authority and Hiring of Retirees.

#### Tangible steps to reduce recruitment timeframes

9. A number of steps have been taken in the past two years to streamline the recruitment exercise for Professional staff including reduction of the posting time for external vacancies, the roll-out of i-Recruitment and redesign of the FAO employment website to be dynamic and interactive. A summary of these initiatives was presented to the Secretariat at its 147th Session.

#### The geographic distribution of Junior Professionals

10. The first cohort of 18 Junior Professionals, who joined FAO in July 2011, comprised 11 participants (61%) from non- and under-represented countries, of whom seven were from developing countries. Upon completion of the recruitment exercise, two countries which were previously non-represented, namely Haiti and the Maldives, became equitably-represented.

11. An analysis of the applications received for the first cohort of JPs revealed nevertheless that only 285 (or less than 10% of total applications) were from nationals of developing countries and of these, only 50 were from nationals of non- and under-represented countries. Accordingly, measures were taken to actively reach out to eligible candidates from target countries when the recruitment process for the second cohort commenced in August 2012. These included sending emails to Permanent Representatives and FAO Representatives of all non- and under-represented countries providing information about the programme and requesting their support in identifying relevant associations and institutions in their country, through which the programme could be advertised.

12. The break-down of applications for the second cohort of JPs indicates that the aforementioned measures have had a notable impact. Of the 1,996 applications received, 981 (or nearly 50%) were from nationals of developing countries and 257 (or 13% of the total) were from nationals of non- and under-represented countries. This represents a significant increase on the first cohort.

13. Further measures undertaken to ensure that geographic representation targets for the second cohort are met include central identification of applicants from non- and under-represented countries as well as ongoing dialogue with the recruiting units aimed at raising awareness of these applicants and their active consideration for interview. Before the vacancy announcements for the third cohort of JPs are released, an analysis will be conducted of application numbers by country for the current cohort in order to develop an informed marketing and advertisement strategy for future selection exercises.

14. Measures have also been established to build the long-term technical capacity of Decentralised Offices by placing the majority of JPs in Regional, Sub-regional and country offices. To this end, while thirteen of the first cohort of JPs was placed in Decentralized Office locations, all seven JPs in the second cohort will be assigned to Decentralized Offices on appointment – four in the Africa region, and one each in the Asia and Pacific, Latin American and Caribbean and Near East regions. All JP positions are placed in technical areas.

#### Progress on the corporate mobility policy

15. In December 2010, Voluntary Guidelines on Staff Mobility were introduced in FAO, based on the practice of matching staff members who express an interest in mobility with available posts. At the beginning of 2011, a target of 100 geographic mobility assignments was established for the biennium for staff on regular programme-funded positions, or fifty per annum for each of the two years. In total, 102 staff moved geographically in 2012, either between Headquarters and Decentralized Offices or between regional, sub-regional and country offices. Of these movements, fifty were undertaken by staff on regular programme-funded positions – exactly meeting the established target.

16. Efforts remain ongoing to finalize the new corporate mobility policy. In light of the strategic importance of this policy, a decision has been taken to retain the proposed policy in draft form until the incoming HR Director has reviewed it in consultation with the Director-General to determine how to position mobility within the overall direction of human resources management in FAO, bearing in mind the strategic objectives of the organization.

#### Progress toward achieving gender and geographic representation targets

17. The latest report on geographic representation reflects a reduction in the number of non-represented countries from 45 in January 2010 to 35 in December 2012; and that of over-represented countries from 13 to 4. It also indicates an increase in the number of equitably-represented countries from 116 to 137 during the same period. These figures are due, in part, to measures which have been presented in previous Sessions, such as the establishment of an FAO database of associations and institutions to actively target qualified candidates from non- and under-represented countries and women. An increased number of qualified applications from these groups are expected to make a tangible contribution towards improving gender parity and geographic representation in future.

18. Further efforts to improve geographic representation include the development of departmental targets. Progress towards achieving the targets, first established in 2010, has been monitored by the HR Division on a biannual basis with related reports submitted to the Director-General. At a corporate level, all gender and geographic representation targets included in the Medium-Term Plan 2010-13 have already been met or exceeded.

19. With regard to gender, annual targets by Department and Office were first established in April 2008 and subsequently revised in late 2009 for inclusion in the Medium-Term Plan (MTP), with the objective of making tangible progress towards meeting the UN target of gender parity at professional and above levels. At the end of 2012, all MTP targets have either been met or exceeded and in total, the percentage of female staff at professional and higher levels in all locations was 36%, compared to 35% at the end of 2011.

20. In October 2010, a corporate HR Gender Action Plan was endorsed and published, summarizing the measures that FAO intended to take to increase female representation at professional and above levels, and create a more gender sensitive and inclusive work environment. A complementary policy has been developed in consultation with stakeholders setting out in detail the actions that FAO will now take to achieve this goal. The proposal has been discussed with two focus groups composed of staff members from corporate and technical departments.

#### HR Policies – Delegations of Authority and Hiring of Retirees

21. The review of the Delegations of Authority is ongoing. The review aims to further delegate authority for decisions in the area of human resources, in line with the principle of subsidiarity, in order to streamline and improve efficiency in the administrative work of the Organization.

22. In line with the decentralization process endorsed by the member states, the review is also considering which decision-making authorities currently taken at Headquarters could reasonably be given to the Decentralized Offices in order to reinforce empowerment at country level and strengthen the administrative role of Regional, Sub-regional and Country offices in fulfilling the Organization's mandate. Once the review is completed, any ensuing delegation of authority on HR activities will be facilitated by the establishment of a network of HR Business Partners which aims to provide an extra level of capacity in Regional Offices to undertake work associated with the additional delegations, monitor compliance, and provide support in effective HR management.

23. As reported at the 147th Session, the new Retiree policy was issued in October 2012. In order to attract qualified individuals with more competitive remuneration, it stipulated increased remuneration ceilings applicable to UN pensioners and introduced a re-defined, and more limited, definition of the term "UN Pensioner". Since the policy was introduced, there has been no tangible change in the number of pensioners employed by FAO, which has remained relatively stable throughout 2012 at an average of 98 per month, ranging from 105 in June to 92 in November 2012.

## ANNEX - FC 148/12

### HR ACTION PLAN, 2012-13

The HR Division in FAO is responsible for the delivery of six Organizational Outputs, all of which contribute to Organizational Result Y03: *FAO is recognized as an employer that implements best practices in performance and people management, is committed to the development of its staff and capitalizes on the diversity of its workforce.*

#### HR Organizational Outputs

- |   |                                                                                                                                                                                                                                                             |         |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1 | Recruitment and staffing policies and procedures support timely and effective staff recruitment and placement and comply with established gender and geographic representation objectives.                                                                  | Y03G204 |
| 2 | An FAO competency framework provides a corporate context for job design, recruitment, performance management, and learning and development.                                                                                                                 | Y03G206 |
| 3 | HR policies support organizational objectives and incorporate best practice in UN and HR management.                                                                                                                                                        | Y03G208 |
| 4 | Learning and Development Programmes are designed and delivered in accordance with a learning strategy which is aligned to organizational needs.                                                                                                             | Y03G210 |
| 5 | Enhancements to social security, payroll, pension and medical insurance services are introduced to ensure that optimal and timely support is provided to FAO staff and those of other Rome-based UN agencies, as well as other international organizations. | Y03G212 |
| 6 | Effective organizational design and workforce planning in FAO is instituted.                                                                                                                                                                                | Y03G218 |

## Progress Reporting

The formulation of the HR Strategic Framework and Action Plan, first introduced in the 2010-11 biennium, facilitated the integration of both regular programme HR activities and the Immediate Plan of Action (IPA) initiatives into a single results-based management framework. This approach has been conducive to establishing the linkages between individual HR initiatives and ensuring cohesive delivery of HR services.

The following pages provide an overview of the HR Organizational Outputs, their expected impact, and a brief report on progress with significant initiatives. The colour-coded reporting system summarized below indicates the status of each initiative with respect to the timeframes established at the beginning of the 2012-13 biennium.

### Colour-coded reporting system

The initiative has been **completed**

Progress towards implementation is **on track**

Progress is **delayed** but remedial action is being taken and a revised timeline established

Successful completion of the initiative is **in jeopardy**

Activity **not yet underway**





**1. Recruitment and staffing policies and procedures support timely and effective staff recruitment and placement and comply with established gender and geographic representation objectives.**

Overview

This Organizational Output aims to establish selection and recruitment procedures that facilitate the achievement of gender parity and geographic balance, whilst continuing to uphold the paramount importance of competence and technical efficiency in selection decisions. Since highly qualified candidates are declining their offer of employment due to lengthy selection processes, measures are also being introduced to reduce recruitment timeframes. Once FAO's new Competency Framework is implemented, the overall recruitment and staffing process will be strengthened with the systematic and consistent inclusion of competencies in selection decisions.

Achievements in 2010/11

- Revised procedures for the recruitment of Professional staff onto positions funded by the Regular Programme drawn up and approved.
- Increase in number of equitably-represented countries from 116 in Jan 2010 to 139 in December 2011.
- Reduction in number of non-represented countries from 45 in Jan 2010 to 31 in December 2011; and that of over-represented countries from 13 to 9.
- First cohort of Junior Professionals recruited, meeting gender and geographic representation targets.
- 91 of the targeted 100 geographic mobility assignments achieved in 2010/11.
- Roll-out of new iRecruitment system in October 2011.

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>1.1 Streamlined selection procedures.</b>			
<ul style="list-style-type: none"> <li>▪ Develop revised selection procedures for Professional staff</li> </ul>	Significant reduction of selection times from 9 months	End 2012	New procedures implemented in Q1 2013
<ul style="list-style-type: none"> <li>▪ Develop revised selection procedures for the Temporary Assistance Pool (TAP)</li> </ul>	Reduced staff time for recruiting units; savings of US\$1.6m in TAP staff costs	End 2012	Pending approval

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>1.2. Revised policy on geographic representation.</b>			
▪ Publish 2011 year-end report	Report published	May 2012	Published March 2012
▪ Establish departmental targets	Increased proportion of equitably-represented countries	Dec 2013	
<b>1.3. Junior Professionals Programme (JPP).</b>			
▪ Select second cohort of JPs and place mainly in Decentralized Offices	JPs selected and appointed	Sept 2012	Revised to Q1 2013
▪ Second cohort joins FAO	JPs on board	Dec 2012	Revised to Q2 2013
▪ Recruit third cohort of JPs (EOD scheduled for Jan 2014)	Recruitment process finalized	Oct 2013	
<b>1.4. Progress towards corporate geographic mobility targets.</b>			
▪ Promote new mobility programme and monitor targets	100_geographic moves in 2012/13	End 2013	
<b>1.5. Recruitment systems</b>			
▪ Extend iRecruitment system beyond RP-funded posts	Positions included in system	End 2012	Revised to end 2013
▪ Revamp employment website to be uniform, inter-active and include portal	Launch of new employment website	April 2012	
<b>1.6. Incorporation of competencies in recruitment and staffing processes.</b>			
▪ Make changes to recruitment and staffing guidelines to incorporate competencies	Revised guidelines published	Mid 2013	
▪ Train all panel members on competency-based interviewing techniques	All panelists trained	End 2013	

<b>2. An FAO competency framework provides a corporate context for job design, recruitment, performance management, and learning and development.</b>			
<u>Overview</u> The aim of this Organizational Output is to create and implement a revised corporate competency framework that will be integrated across all HR functions and support recruitment, assignment, performance management and learning and development for staff at all grades and in all Departments and Offices. The competency framework will define the behaviours and soft skills that people need to be effective in their jobs.			
<u>Achievements in 2010/11</u>			
<ul style="list-style-type: none"> <li>▪ Completion of phase I of the project – development of the Framework (December 2011), incorporating feedback from a range of stakeholder groups.</li> <li>▪ PEMS implemented as a two-year pilot in 2010/11 for staff on fixed-term and continuing contracts.</li> <li>▪ PEMS Training Programme delivered throughout the Organization - Process training, behavioural training to support the performance process, and face-to-face or virtual Quality Review Sessions.</li> <li>▪ PEMS online system launched in time for the 2010 PEMS cycle, enabling the corporate monitoring of data input and participation rates.</li> </ul>			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>2.1. Link the Competency Framework to HR processes: workforce planning, recruitment, performance management and learning and development.</b>			
▪ Map competencies to generic job profiles (GJPs)	Competencies mapped to all GJPs	End 2012	Revised to April 2013
▪ Integrate Competency Framework across all HR functions	Full integration and utilization of Framework in all HR processes	End 2013	Revised to end 2014
<b>2.2 Establish PEMS as an official record of staff performance with appropriate linkages to administrative actions, Rewards, Recognition and Sanctions policy and a Rebuttal process.</b>			
▪ Establish a framework for PEMS to support the monitoring of the overall implementation throughout the Organization	PEMS framework established	Mid 2013	
▪ Implement policies on the administrative actions, Rewards, Recognition and Sanctions linked to the PEMS process and a Rebuttal process.	Policies are implemented with linkages to the PEMS process	Mid 2013	

<b>3. HR policies support organizational objectives and incorporate best practice in UN and HR management.</b>			
<u>Overview</u> This Organizational Output aims to develop, implement and review HR policies and related policies and procedures which ensure consistency, transparency and fairness in staff recruitment, management and terms and conditions of service, align with UN common system standards, and reflect best practice in HR management.			
<u>Achievements in 2010/11</u>			
<ul style="list-style-type: none"> <li>▪ Interim guidelines on long-term/ temporary mobility implemented 2010. Revised mobility policy developed by internal task force - submitted May 2011.</li> <li>▪ HR Gender Action Plan developed and issued in June 2012 following DG endorsement.</li> <li>▪ Proposals for the revision of the flexible working arrangements policy developed and submitted to the HRC in October 2011.</li> <li>▪ Policy on the use of retirees introduced April 2010.</li> <li>▪ Draft guidelines on classification and remuneration of NSHR submitted to senior management for review and clearance in December 2011.</li> </ul>			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>3.1. An incentive-based mobility policy in HQ and between HQ and Decentralized Offices is established and inter-agency mobility facilitated.</b>			
▪ Revise and finalize rotation policy based on feedback received and submit for endorsement	Policy finalized and submitted	Sept 2012	Final review stage
▪ Develop complementary procedures and guidelines to support policy	Procedures and guidelines finalized	Sept 2012	Pending endorsement of policy
<b>3.2. Adoption of rewards, recognition and underperformance policy, linked to PEMS.</b>			
▪ Develop and submit draft policy for comment	Policy submitted for comment	June 2012	OHR draft submitted – under review
▪ Complete internal consultations with management and Staff Representative Bodies; amend/finalize draft and submit for endorsement	Finalized policy submitted	Sept 2012	Revised to Q2 2013

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>3.3. HR Gender Action Plan and policy for gender equality are established.</b>			
▪ Develop gender equality policy to support the HR Gender Action Plan	Policy finalized	Oct 2012	Revised to Q1 2013
<b>3.4. Develop, implement and review further HR policies.</b>			
▪ Develop draft proposal for revision to flexible working arrangements policy	Draft finalized	March 2012	OHR draft submitted – under review
▪ Incorporate feedback in flexible working arrangements draft policy, finalize document and submit to DG for decision	Document finalized and submitted	April 2012	Awaiting feedback
▪ Review policy on employment of retirees (2 years after policy introduction), develop recommendations and submit for endorsement	Recommendations endorsed	June 2012	Endorsed Sept. 2012
▪ Review Junior Professionals and Internship programmes (introduced 2010)	Reviews completed and recommendations submitted	End 2013	
▪ Review and revise HR policies to ensure alignment with new corporate Competency Framework once endorsed	Policies reviews and changes proposed	End 2013	
<b>3.5. Streamlining initiatives.</b>			
▪ Review NSHR contractual modalities and develop recommendations	Review finalized and recommendations implemented	End 2012	Final consultation process
▪ Conduct critical review of HR delegations and develop proposal for amendments	Proposals developed and submitted	March 2012	Final consultation process
<b>3.6. Prevention of Harassment policy revised and elearning course on the prevention of harassment issued.</b>			
▪ Draft revised policy and submit to stakeholders for comment; update elearning courses and make available online	Responsibility for this activity has moved to LEG		
<b>3.7. Policy developed on the Protection of Personal Data and Privacy Issues</b>			
▪ Develop and submit draft policy to stakeholders for comment	Responsibility for this activity has moved to LEG		

<b>4. Learning and Development Programmes are designed and delivered in accordance with a learning strategy which is aligned to organizational needs.</b>			
<u>Overview</u>			
This Organizational Output comprises three strategic goals:			
<ul style="list-style-type: none"> <li>➤ Establish a learning framework to (i) ensure that learning policies align with organizational priorities; (ii) support the provision of learning and career development opportunities for all staff in developing FAO managers and building technical excellence; (iii) ensure that learning and development programmes reflect developmental objectives identified in PEMS; and (iv) ensure that programmes are monitored and relevant.</li> <li>➤ Strengthen managerial competencies and promote continuous learning and development of existing and emerging FAO Managers and Leaders.</li> <li>➤ Provide consistently high-quality, relevant and timely learning and development services to FAO employees throughout their career cycle at FAO to support the changing needs and priorities of the Organization.</li> </ul>			
<u>Achievements in 2010/11</u>			
<ul style="list-style-type: none"> <li>▪ Detailed activity report prepared for the first time at the end of 2011 to summarize lessons learned and report on overall evaluation of the programmes.</li> <li>▪ External training requests in 2010/11 analyzed as basis for development of external training policy.</li> <li>▪ Pilot of eLearning platform to 300 users completed in 2011. Platform procured.</li> <li>▪ Core suite of management and leadership (MLP) programmes designed and introduced in the 2010/11 biennium. Ongoing delivery.</li> <li>▪ Career Development function established in July 2011 and dedicated officer appointed.</li> <li>▪ Six country office work planning pilots conducted in 2011 and lessons learned incorporated into Effective Country Programming curriculum design.</li> </ul>			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>4.1. Establish a learning strategy to support the development of employee skills, competencies and knowledge required for effective programme delivery.</b>			
▪ Develop draft learning strategy building on review of existing programmes	Draft strategy developed and circulated for comment	May 2012	
▪ Review and finalize the strategy in partnership with Departments and Offices (to be finalized following the review of the Learning & Development function)	Strategy revised	Q1 2013	Under revision
<b>4.2. Develop a revised external training policy to clarify the mechanism available to staff to update their technical skills.</b>			
▪ Draft policy, circulate for comment, endorse and publish	Policy endorsed and implemented	Q1 2013	Policy drafted – under revision

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>4.3. Implement a corporate learning platform to provide learning opportunities to all staff</b>			
▪ Implement platform in accordance with project timetable	Phase I completed	July 2012	Ongoing usage
▪ Track usage and evaluate user feedback	First report on usage and feedback issued – ongoing reporting	End 2012 (first report)	Ongoing monitoring
▪ Implement classroom training registration for all CSP-led and other activities	All learning activities able to be recorded in the platform.	Mid 2013	
<b>4.4. Design and deliver management and leadership programmes and courses for FAO managers.</b>			
▪ Deliver two cohorts of Effective Leadership and four of Foundations of Management courses in 2013, and support staff attendance at external courses	Positive feedback of at least three on four level scale for 4 core KPIs	End 2013	
▪ Deliver Effective Leadership course in one module as pilot in one RO	One EL course delivered in a Regional Office as pilot	End 2012	Delivered Nov 2012
<b>4.5. Establish a process for managerial assessment that enables incorporation of assessment results in selection and reassignment decisions.</b>			
▪ Establish an alternative Virtual Assessment process	VAR established and successfully piloted	June 2012	
▪ Deliver 8 Management Assessment Centre (MAC) sessions in 2013	64 participants at P4 level and above in 2013	End 2013	
<b>4.6. Career Support programmes linked to learning, PEMS and mobility are established and aligned with strategic objectives.</b>			
▪ Develop Career Development framework and on-line access to career development information and tools.	Framework finalized; on-line access in place	April 2012	Target for on-line access: Jan 2013
▪ Establish career support programmes	Programmes established	End 2013	
<b>4.7. Effective Country Programming learning programme designed and delivered to Decentralized Offices to ensure cohesion of country programming.</b>			
▪ Deliver the ECP programme to CPF priority countries	2012 target: 52 CPF countries trained; 2013 target under development.	End 2013	63 countries trained in 2012
▪ Enhance the growing ECP support network in Decentralized Offices	Increased numbers in network	End 2013	End 2012: 198 in network

**5. Enhancements to social security, payroll, pension and medical insurance services are introduced to ensure that optimal and timely support is provided to FAO staff and those of other Rome-based UN agencies, as well as other international organizations.**

Overview

This Organizational Output has one major objective in the current biennium:

- Incorporation of payment of all NSHR categories into the FAO payroll system in conjunction with implementation of the Global Resource Management System (GRMS) rollout.

Achievements in 2010/11

- Comprehensive cost/benefit analysis and scoping exercise conducted in July 2011 to determine advisability and feasibility of incorporating NSHR categories into payroll system conducted in collaboration with the GRMS team.

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>5.1. Incorporate payment of NSHR categories into FAO payroll system and streamline processes</b>			
<ul style="list-style-type: none"> <li>▪ Develop plan for incorporation of NSHR categories into payroll; define and design processes and implement in conjunction with the GRMS rollout</li> </ul>	Incorporation in tandem with GRMS release; new processes implemented	End 2012	



<b>6. Effective organizational design and workforce planning in FAO is instituted.</b>			
<u>Overview</u> This Organizational Output aims to develop a workforce planning framework in line with FAO's Strategic Objectives to support HR planning and develop comprehensive Generic Job Profiles (GJPs) to support organizational design, workforce planning and staffing processes.			
<u>Achievements in 2010/11</u>			
<ul style="list-style-type: none"> <li>Comprehensive review of over 4000 active positions and 1000 job titles for the Professional and higher level categories with a view to significantly reduce and harmonize similar job descriptions.</li> </ul>			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>6.1. Establishment and implementation of generic job profiles.</b>			
<ul style="list-style-type: none"> <li>Revise and harmonize job titles for GS and P category following comprehensive mapping and grouping of job families</li> </ul>	Revision of job titles completed	June 2012	
<ul style="list-style-type: none"> <li>Develop GJPs within relevant job families for GS and P positions in consultation with stakeholders and incorporating new FAO competencies</li> </ul>	GJPs for all categories finalized	End 2012	
<ul style="list-style-type: none"> <li>Adapt Oracle HRMS modules to accommodate GJPs</li> </ul>	Electronic repository tool for searching and filing established	Jan 2013	
<b>6.2. Develop a workforce planning framework</b>			
<ul style="list-style-type: none"> <li>Develop conceptual workforce planning framework</li> </ul>	Framework developed	June 2012	Initial draft July 2012
<ul style="list-style-type: none"> <li>Implement reporting and monitoring mechanisms to support supply and demand analysis</li> </ul>	Mechanisms in place	Jan 2013	Revised to end 2013
<ul style="list-style-type: none"> <li>Undertake gap analysis, with outcomes feeding major HR functions, e.g. recruitment, learning and development, mobility and reassignment</li> </ul>	Gap analysis completed	Jan 2014	