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## FINANCE COMMITTEE

**Hundred and Thirty-eighth Session**

**Rome, 21 – 25 March 2011**

**Implementation of Corporate Human Resources Strategy**

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

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## EXECUTIVE SUMMARY

- At its 135th Session in October 2010, the Finance Committee discussed a progress report on the delivery of initiatives in the HR Strategic Framework and Action Plan 2010-11. The Committee requested that progress continue to be made in delivering against key HR initiatives and activities included in the Plan and that information also be provided on the impact of these initiatives.
- The Committee also took note of the HR activities that were experiencing delays and requested periodic progress reports on their timely implementation at its future sessions. The current document reports on progress achieved since October 2010 towards meeting established goals and targets.
- The successful implementation of the HR Action Plan is a critical pillar of FAO renewal. Since submission of the previous report, progress has continued to be made towards delivery against initiatives which support two core strategic HR objectives– enhancing the skills and capabilities of FAO’s workforce and ensuring alignment between the strategic objectives of the Organization and FAO’s HR capabilities. Principal achievements since October 2010 have included the pilot launch of the FAO Virtual Academy, comprising eleven online learning courses in three languages; the implementation of a major press campaign in 60 non- and under-represented countries to publicize FAO vacancies and the selection of Junior Professionals, the majority of whom will be placed in Decentralized Offices. All of these initiatives support the umbrella objective of supporting capacity building, particularly in Decentralized Offices, where delivery of the initiatives has been concentrated.
- Execution of the majority of HR activities contained in the Plan continues to proceed in accordance with established milestones, with five of the seventeen activities now completed and a further five on track. Six projects are experiencing delays *vis-à-vis* the original timeframes established in April 2010 but all are expected to be completed within the current biennium. The Performance Evaluation Management System (PEMS) project has been assigned dual colour coding to reflect status with two distinct components of the project. Implementation of PEMS, the first component, is on track with roll-out of the full cycle completed in February 2011. Further development of the FAO Rewards & Recognition strategy has, however, been postponed pending outcomes from a study by the International Civil Service Commission (ICSC) on best recognition practices. This component is accordingly colour-coded as experiencing delays, with a revised timeframe for completion of June 2012. The delay will not, however, impact the critical path of instituting a rewards and recognition scheme in FAO since PEMS will be implemented for administrative purposes only as of the 2012 cycle, i.e. following the 2010 and 2011 pilot cycles.
- Following publication of the interim guidelines on intra-organizational staff mobility in December 2010, monthly status reports are being developed on a regular basis. Approximately 50 regular programme positions are currently included in the mobility compendium and approximately 20 staff have registered on the mobility roster. Active measures are being taken and an extensive communication campaign implemented to increase interest in this programme and ensure that the target of 100 managed geographical and/or functional assignments for the 2010-2011 biennium are met.
- At its 135<sup>th</sup> session, the Finance Committee requested that information on the nationality of consultants recruited by the Organization be provided at its next regular session. Analysis of this information, which is included in the HR Management Information Data Pack, indicates that 2,348 non-staff human resources (NSHR) were employed by FAO as at 8 February, 2011, of whom 800 work in Headquarters and 1,548 in Decentralized Offices. A fifth (533) of the NSHR is from non- or under-represented countries and 25% (585) from over-represented countries. Approximately 50% (412) of NSHR in Headquarters are from over-represented countries, predominantly Italy. Efforts are ongoing to ensure broader geographic representation amongst the NSHR who work in FAO.

### **GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE**

The Finance Committee may wish to:

- Take note of progress made since the previous session in delivering against key HR initiatives and activities, bearing in mind the specific, measurable and time-bound targets established for the current biennium, against which progress is tracked.
- Take note of the geographic representation of non-staff human resources working in FAO and ongoing efforts to ensure broader geographic representation.

#### **Draft Advice**

- **The Finance Committee noted the progress that continues to be made in delivering against key HR initiatives and activities, which constitute a critical dimension of FAO Reform.**

1. The HR Strategic Framework and Action Plan (“Plan”), developed at the beginning of 2010, establishes the vision, strategic direction and goals of the Human Resources Management division and operates as a roadmap for the management and use of human resources in FAO. Through a results-based reporting framework, the Plan (attached as an Annex to this document) sets out the major Immediate Plan of Action (IPA) and non-IPA HR activities which the division has committed to deliver in the current biennium.

2. As part of its periodic review of progress on the implementation of the Plan, the Finance Committee noted at its 135th Session the significant progress that had been made in delivering against the six priority HR initiatives listed below:

- Management information reporting
- Performance evaluation (PEMS)
- Management/leadership learning and development
- New HR policies
- Streamlining
- Support to restructuring

3. The Committee took note of the specific, measurable and time-bound targets established for the current biennium, against which progress would be tracked. It noted in particular the HR activities that were experiencing delays, requesting in this regard that periodic progress reports on their timely implementation be provided at its future sessions, together with information on the impact of HR initiatives included in the Plan. An overview of progress made with some of the key HR initiatives which support the seven Unit Results of the Human Resources Management division in the reporting period November 2010 to March 2011 is outlined hereafter.

#### **Unit Result 1 – HR Management Information**

4. Following its pilot release to a targeted group of users at Headquarters and in Decentralized Offices between July and September 2010, the new HR management information reporting (HR MIR) system has been completed and rolled out to managers and HR practitioners. A major benefit of the system is that it enables managers to access a set of interactive dashboards from their workstations which contain statistics on key HR metrics, such as gender and geographic distribution and vacant positions in their establishment structure, and can be interrogated from both a point-in-time and trend perspective. These dashboards address the most common requests for information, enabling managers to swiftly obtain consistent information to make informed staffing decisions. Early indications suggest that 50 users outside of the Human Resources Management division are using the system and feedback has been positive.

#### **Unit Result 2 – Recruitment policies and practices**

5. Selection of the first cohort of Junior Professionals is expected to be completed by the end of March 2011, with participants commencing with FAO shortly thereafter. Over 3,000 applicants expressed interest in this centrally-funded programme, approximately 2,200 of whom were eligible to participate and approximately 100 of whom were interviewed. 82 expressions of interest were received from Headquarters Departments and FAO Offices to host one of the first cohort of 18 JPs, 5 of whom will be placed in Headquarters Departments (interview process completed) and 13 in Decentralized Offices (interview process ongoing). Current indications suggest that participation targets for both geographic and gender representation will be exceeded. The JPP supports two corporate objectives – the attraction and recruitment of staff from target groups (professional women and nationals from non- and under-represented developing countries) and capacity building in Decentralized Offices.

6. Information was provided to the 135th Session of the Finance Committee about additional measures that were being implemented to attract and recruit greater numbers of qualified candidates from target groups. These include the establishment of a database of worldwide institutions and the formulation of a new methodology to establish departmental targets for non- and under-represented

countries. In the current reporting period, a major press campaign was undertaken in 60 non- and under-represented countries to draw attention to FAO vacancies and recently released vacancies are being closely monitored to gauge the impact of this initiative in terms of increased applications rates.

7. At its 135th session, the Finance Committee requested that information on the nationality of consultants recruited by the Organization be provided at its next regular session. A table summarizing the number of non staff human resources (NSHR) engaged by FAO as at 8 February 2011 in both Headquarters and Decentralized Offices is included in the separate HR Management Information Data Pack. Analysis of this information indicates that 2,348 non-staff human resources (NSHR) were employed by FAO (as at 8 February 2011), of whom 800 work in Headquarters and 1,548 in Decentralized Offices. A fifth (533) of the NSHR is from non- or under-represented countries and 25% (585) from over-represented countries. Approximately 50% (412) of NSHR in Headquarters is from over-represented countries, predominantly Italy. Efforts are ongoing to ensure broader geographic representation amongst the NSHR who work in FAO.

### **Unit Result 3 – Learning and Development**

8. Significant steps continue to be taken to enhance and develop the skills and capabilities of FAO's workforce, with particular efforts being made to ensure that all staff across the organization have access to learning and development programmes. The pilot launch of the FAO Virtual Academy took place in November 2010, comprising a sample compendium of learning opportunities designed to reach staff who are not able to participate in face-to-face programmes. As a first step, with the help of state of the art e-learning technology, the pilot offered a suite of eleven online courses in three languages to an audience comprising 150 staff members from HQ and two regional offices. An organization-wide launch is planned for spring 2011 as well as the expansion of courses on offer. In addition, selection of the vendors for the Management Leadership Curriculum (MLC) and Accelerated Management and Leadership Programme (AMLPP) was completed in December 2010, with pilots and programmes commencing in May 2011.

9. Roll-out of the Performance Management and Evaluation System (PEMS) continued in the current reporting period with the year-end review phase in February 2011 marking the end of the first year cycle. Upon closure of the first official cycle, an analysis of the 2010 PEMS cycle will be undertaken, commencing with the accumulation of feedback from staff. Further training will be provided in 2011 that will focus on assisting staff and supervisor in more effectively participating in the PEMS process, with plans to offer additional individual or group support as necessary. A revised target date of June 2012 has been established for further development of the FAO Rewards & Recognition strategy to ensure that it reflects recommendations emanating from the current International Civil Service Commission (ICSC) study on best recognition practices. This should result in greater harmonisation of FAO policies and practices with that of other UN organizations. The delay will not, however, impact the critical path of instituting the rewards and recognition scheme within the Organization since PEMS will be implemented for administrative purposes only as of the 2012 cycle.

### **Unit Result 7 – HR policies**

10. Following publication of the interim guidelines on intra-organizational staff mobility in December 2010, monthly status reports are being developed on the number of posts included as suitable for mobility in the compendium and the number of FAO staff who have expressed an interest in the programme by registering on the mobility roster. Approximately 50 regular programme positions are currently included in the compendium and approximately 20 staff have registered on the roster. Active measures are being taken and an extensive communication campaign implemented to increase interest in this programme and ensure that the target of 100 managed geographical and/or functional assignments for the 2010-2011 biennium are met.

11. In parallel, and following a request from the Human Resources Committee, a "Mobility Task Force" composed of staff members from the Human Resources Management Division (CSH), technical departments and Regional Offices (Regional Office for Latin America and the Caribbean (RLC) and Regional Office for Asia and the Pacific (RAP)) was set up and commenced work in

January 2011. The Task Force is required to submit a revised proposed mobility policy, including operational procedures to implement the mobility scheme. It is expected that the Mobility Task Force will submit its proposal for review by Senior Management in April of this year, following which internal consultations will take place. The target date for issuance of the mobility policy is the end of the year. A target of at least 100 managed geographical assignments will be set for the 2012-13 biennium. Revised targets will thereafter be established for the mobility programme based, in part, on outcomes from a comprehensive review of the current mobility scheme.

## HR Strategic Framework and Action Plan 2010-11

### Introduction

FAO's main asset - and the foundation for the achievement of organizational results - is its human resources. As part of the recommendations outlined in the Independent External Evaluation of FAO (CoC-IEE), Immediate Plan of Action (IPA), and the Root and Branch Review (RBR), the Human Resources Management Division is reforming, modernizing - with many new projects and initiatives well underway.

This HR Strategic Framework and Action Plan is a forward-looking document, which establishes the strategic objective and vision for the Human Resources Management Division (CSH), summarizes progress with key initiatives and serves as a plan of action over the lifetime of the current corporate plan. It also highlights the many HR reform initiatives already underway and sets out particular areas of emphasis and activities which will take place in the 2010-11 biennium to ensure that HR processes and initiatives are aligned to and support FAO objectives.

As part of the new results-based planning framework introduced in the 2010-11 biennium, the HR function identified seven Unit Results which formally capture the proposed contributions to the Organizational Results under Functional Objective Y and provide a basis for implementation, monitoring and reporting. The seven Unit Results outlined below with the activities, products and services that align to them will help guide the work of the Division over the course of 2010-11. The Unit Results will be updated regularly to show progress made and to highlight areas where further effort may be required.

The first section of this document ("HR strategic framework") describes the strategic context in which HR operates, sets-out the HR vision and highlights areas of emphasis in the current biennium, established in consideration of IPA and RBR recommendations and suggestions from the staff representative bodies and from the Culture Change initiative. The second section of this document ("Action Plan") provides a progress report on each Unit Result and the major products and services which support its achievement.

The modernization of HR will be an intensive and continuous process over the next biennia. CSH looks forward to working together in supporting FAO's most valuable asset.

# HR STRATEGIC FRAMEWORK

## Strategic Context

*“FAO’s human resources are the main asset of the Organization, providing the totality of its technical support to Member countries.”*

Immediate Plan of Action (IPA), paragraph 42.

Human resource issues are critical to the on-going process of FAO reform. The implementation of restructuring and de-layering initiatives, in particular, have major implications for the delivery of FAO’s programmes, with the HR function needing to support and facilitate the changes brought about by reform. This can only be achieved by adopting a more strategic approach to human resource management, which is aligned to the overall strategic priorities of the organization, as set out in FAO’s corporate plans.

High priority has been placed on HR reform by FAO Members and the Secretariat. In response to recommendations set out in the Independent External Evaluation and further elaborated in the Immediate Plan of Action and Root and Branch Review, the human resources function has embarked on an ambitious programme of reform and modernization. New positions have been created in HR strategy, organizational design, HR communications and policy to reinforce the HR function with skilled and experienced human resource management specialists, with costs eventually offset by efficiency savings mainly in HR processing functions.

Significant progress is also being made in streamlining HR processes in order to improve operational efficiency and client satisfaction. These changes support the new corporate services accountability framework, which intends to delegate greater authority and responsibility for the development and enforcement of HR policies to the HR Director and renders HR branch managers operationally responsible for the delivery of HR processes and activities.

The process of modernizing the HR function cannot, however, happen overnight. In addition to delivering an ongoing wide range of HR services to FAO staff (for example, payroll, recruitment, learning and development and workforce planning support services), the HR function has responsibility for a number of significant IPA projects, including the development of new policies, implementation of a performance management system (PEMS) and delivery of a suite of management development programmes.

The focus during the current biennium will also be placed on establishing the building blocks to transform HR into a more proactive function with a strong business partner perspective, a process which was foreseen, under the IPA for FAO Renewal, to be an intensive and continuous process, taking place over two biennia. The process of HR reform is currently on track.

## Vision



*“Reforming HR – investing in people, building partnerships, and ensuring service excellence.”*

A new CSH divisional logo and slogan are part of the new HR communications approach and are intended to be visual markers of what the HR function is working towards. The logo has a person built into the division’s name, demonstrating that people are the focus of its work. The slogan emphasizes three inter-dependent efforts and recognizes that ultimately HR reform will only be realised through the cumulative impact of HR policies and processes which demonstrate FAO’s commitment to and investment in its staff, partnership between the HR division and the client areas it serves and excellence in HR service delivery, all of which support the corporate objective of achieving food security. The following sections of this strategic framework briefly summarize the priority initiatives endorsed in 2009 and set out areas of emphasis for the 2010-11 biennium.

## Priority Initiatives

At its 126<sup>th</sup> Session in May 2009, the Finance Committee endorsed six HR initiatives as ‘priority initiatives’ in the immediate short-term and requested that the HR function i) prioritise the initiatives and associated activities in its work plans, ii) establish timelines and measurable indicators for them and iii) provide regular updates on progress towards meeting the indicators to the Committee. The six priority initiatives were:-

- 1 Management information reporting
- 2 Performance evaluation (PEMS)
- 3 Management/leadership learning and development
- 4 New HR policies
- 5 Streamlining
- 6 Support to restructuring

Consistent with FAO’s new results-based management framework, these initiatives have now been incorporated under their relevant Unit Result in the attached Action Plan.

## Areas of Emphasis – 2010-11

In line with the Organization’s new Results-Based Management (RBM) approach, the human resources management action plan outlines seven Unit Results, contributing to the achievement of FAO’s Organizational Results through alignment with Functional Objective Y - *Efficient and effective administration*.

These Unit Results set out the framework under which all HR products and services will be delivered, including many of the activities and client support essential for effective HR administration across the Organization. Embedded in these Unit Results are also the priority HR initiatives endorsed by the Finance Committee and other reform recommendations set out in the Independent External Evaluation (IEE) and further elaborated in the IPA and RBR. These Unit Results also cover the HR-related culture change proposals under the three broad themes of Recognition and Rewards, Career Development, and Creating an Inclusive Work

Environment, generated by the Culture Change Team through extensive organization-wide staff consultation over the course of 2009.

The reform and modernisation of the HR function will be an intensive and continuous process over the next biennium, with the CSH Unit Results - as outlined in the action plan - a critical tool to help guide this effort.

## HR MANAGEMENT ACTION PLAN - 2010-11

### Organizational Results

The three Organizational Results to which the HR function contributes are:-

- Y1    FAO's support services are recognised as client-oriented, effective, efficient and well-managed;
- Y2    FAO is recognised as a provider of comprehensive, accurate and relevant management information; and
- Y3    FAO is recognised as an employer that implements best practices in performance- and people-management, is committed to the development of its staff and capitalises on the diversity of its workforce.

### CSH Unit Results

- 1       FAO stakeholders can readily access relevant, accurate and up-to-date HR management information, housed in a consolidated HR Management and Information system (HRMIS).
- 2       Recruitment policies and practices comply with organizational objectives and enable FAO managers to recruit a skilled and competent workforce.
- 3       Staff development programmes are established and delivered based on learning needs identified during the performance management (PEMS) process.
- 4       An FAO competency framework is formulated to complement new structures arising out of HR Reform and decentralization initiatives.
- 5       Reforms to the HR function are introduced which enable the CSH division to provide an enhanced and more strategic level of service to FAO.

- 6 HR services, guided by agreed Service Level Agreements (SLAs), are client-focused and well-communicated.
- 7 HR policies and procedures reflect best practice in HR management.

### Action Plan progress report

Progress reports on the seven HR Unit Results and some of the significant products and services which support them are set out on the following pages. In the Plan, the narrative covering products and services which have been identified and endorsed under the IPA are colour-coded red and marked as follows “(IPA)” and regular programme-funded initiatives are colour-coded black

### ‘Traffic Light’ reporting

The Strategic Framework and Action Plan utilises a colour-coded reporting system to indicate the current status of each product or service with respect to scheduled timeframes. The colours have been changed since this document was last published to ensure consistency with the new corporate reporting systems. The revised colour-coding is as follows:

-  Implementation of the activity has been completed
-  Progress towards implementation of the activity is on track
-  Progress towards implementation of the activity is delayed but action has been taken
-  Successful implementation of the activity is in jeopardy

## ACTION PLAN – PROGRESS REPORT

Unit Result 1: FAO stakeholders can readily access relevant, accurate and up-to-date HR management information, housed in a consolidated HR Management and Information system (HRMIS)

UR1 Indicator/s: Number of standard reports available on-line; client satisfaction with quality and accuracy of data

### Current Status (February 2011)

Development and piloting of the new HR Management Information Reporting System (HRMIR) was successfully completed in 2010. The project involved consolidating data from a range of different transactional systems into a single repository of HR information to improve reporting and facilitate senior management access to accurate workforce information and statistics on a self-service basis. The web-based tool was piloted during a three month period from July to October 2010 and launched to end users in October 2010. Integration of additional data, such as recruitment and performance management data, is forming part of a follow-up project, which commenced in October 2010 and will also include the development of new reports, dashboards and further indicators.

Significant UR products/services	Progress at April 2010	Outstanding activities -April 2010	Target date (at April 2010)	Revised target (at Feb 2011)	Status (vs April target)
1. An upgraded Data Warehouse is established, which improves ease of data extraction and supports substantive staff management (IPA)	<ul style="list-style-type: none"> <li>▪ Project team formulated</li> <li>▪ User requirements finalised</li> <li>▪ Data warehouse for core HR data established</li> </ul>	<ul style="list-style-type: none"> <li>▪ Additional HR data established in Data Warehouse</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dec 2010</li> </ul>	Completed	
2. Relevant, accurate HR information reports are available through the system and end users trained to access them	<ul style="list-style-type: none"> <li>▪ Core HR planning reports developed and tested</li> <li>▪ HR statistical dashboards developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of additional reports and dashboards</li> <li>▪ Pilot release of dashboards and reports</li> <li>▪ Training delivered to relevant staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ May 2010</li> <li>▪ Jun 2010</li> <li>▪ Dec 2010</li> </ul>	Completed Completed Completed	

Unit Result 2: Recruitment policies and practices comply with organizational objectives and enable FAO managers to recruit a skilled, competent workforce.

UR2 Indicator/s: % of countries that are equitably represented; % of female staff in different categories

Current Status (February 2011)

Significant progress was made in 2010 to ensure wider publication of FAO vacancies. A database of potential institutions was launched in October 2010 and is now being utilized and for the first time in FAO's history, a major press campaign was launched in 60 non- and under-represented countries to draw attention to FAO vacancies. The new iRecruitment system was implemented in January 2010 for a number of pilot positions and is now being evaluated, with full rollout for all positions on track for the end of 2011. Recent focus has concentrated on implementing specific measures to reduce recruitment timeframes, including expanding membership of the Professional Staff Selection Committee to enable more meetings to be held and more submissions to be reviewed and introducing a more streamlined submission form. The first cohort of approximately eighteen Junior Professionals is due to commence by the end of Q1 2011, following a small delay in their recruitment due to the overwhelming number of applicants who expressed interest in this new programme.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Feb 2011)	Status (vs April target)
3. An effective policy for gender and geographic representation is established (IPA)	<ul style="list-style-type: none"> <li>Draft HR strategic action plan on gender balance developed following extensive consultation</li> </ul>	<ul style="list-style-type: none"> <li>Refinement of plan</li> <li>Review and endorsement by Human Resources Committee</li> </ul>	<ul style="list-style-type: none"> <li>Jun 2010</li> <li>Sep 2010</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Feb 2011</li> </ul>	
4. A joined up and consistent system for the recruitment of young professionals is established (IPA)	<ul style="list-style-type: none"> <li>Internship policy implemented</li> <li>Junior Professionals policy finalised and at consultation stage</li> </ul>	<ul style="list-style-type: none"> <li>Endorsement of JPP policy</li> <li>Selection of host areas</li> <li>Selection of first cohort of JPs</li> <li>Commencement of first cohort</li> </ul>	<ul style="list-style-type: none"> <li>May 2010</li> <li>Sep 2010</li> <li>Sep 2010</li> <li>Oct 2010</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Feb 2011</li> <li>Mar 2011</li> </ul>	
5. A system for wider publication of FAO vacancies is implemented (IPA)	<ul style="list-style-type: none"> <li>Database of institutions/addresses under development to ensure wider circulation of FAO vacancies</li> </ul>	<ul style="list-style-type: none"> <li>Finalization and utilization of the system</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2010</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	
6. An i-Recruitment system for professional positions is implemented with extended functionality	<ul style="list-style-type: none"> <li>i-Recruitment system developed and ready for implementation</li> </ul>	<ul style="list-style-type: none"> <li>System piloted &amp; evaluated</li> <li>Roll-out of system for all FAO Professional vacancies</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2010</li> <li>Dec 2011</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2010</li> <li>Dec 2011</li> </ul>	
7. Specific measures are introduced to reduce recruitment timeframes	<ul style="list-style-type: none"> <li>This is a new initiative introduced in the CSH work plan post April 2010</li> </ul>	<ul style="list-style-type: none"> <li>Expanded PSSC membership</li> <li>Advertisement of external P vacancies shortened to 1 month</li> <li>Submission process streamlined</li> </ul>		<ul style="list-style-type: none"> <li>Aug 2010</li> <li>Jan 2011</li> <li>Mar 2011</li> </ul>	

Unit Result 3: Staff development programmes are established and delivered based on learning needs identified during performance management (PEMS).

UR3 Indicator/s: Increased number of appropriately selected managers completing FAO core managerial training; % of staff participating in PEMS; % increase in competency ratings of staff participating in PEMS

Current Status (February 2011)

Selection of the vendors for the Management Leadership Curriculum (MLC) and Managerial Development Programme (MDP) was completed in December 2010, with pilots and programmes scheduled to commence in 2011. All targets for 2010 for MLP (including MDC and coaching) were met. MLP programmes (MDP, MLC and Executive Coaching) are being coordinated with ongoing PEMS training to ensure common models, languages and approaches and new 2011 targets have been established for participation in these programmes. The PEMS project is on track, with roll-out of the full cycle of the system due to be completed in February 2011, concluding with the year-end review phase. A revised target date has been established for development of the FAO Recognition and Rewards strategy to ensure that it incorporates and reflects recommendations emanating from the current International Civil Service Commission (ICSC) review. The pilot launch of FAO’s Virtual Academy took place in November 2010, comprising a sample compendium of learning opportunities designed to reach staff who are not able to participate in face-to-face programmes.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Feb 2011)	Status (vs April target)
8. A package for increased staff training including in management is introduced (IPA)	<ul style="list-style-type: none"> <li>MDC rolled out to 50 participants</li> <li>29 staff participated in coaching</li> <li>Leadership development curriculum – 2 courses rolled out</li> <li>1<sup>st</sup> Management and Organizational Effectiveness Forum conducted</li> </ul>	<ul style="list-style-type: none"> <li>Mgmt newsletter published</li> <li>Tender documents for Accelerated MLP released</li> <li>Steady growth in training participants –MDC target: 60; Coaching target: 80 in 2010</li> </ul>	<ul style="list-style-type: none"> <li>Apr 2010</li> <li>June 2010</li> <li>Dec 2010</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed – new targets in place for 2011</li> </ul>	
9. An objective staff appraisal system (PEMS) linking staff performance to objectives is introduced (IPA)	<ul style="list-style-type: none"> <li>Oracle system configuration</li> <li>Successful pilot of PEMS</li> <li>PEMS learning programmes and support delivered to staff</li> </ul>	<ul style="list-style-type: none"> <li>Mid-term/Year-end training</li> <li>Roll-out of PEMS to all staff on FT or continuing contracts</li> <li>Recognition and Rewards strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2010</li> <li>Feb 2011</li> <li>Jan 2011</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>On track</li> <li>Jun 2012</li> </ul>	 
10. A blended learning approach to staff development is established, training needs are identified in partnership with clients and programmes delivered	<ul style="list-style-type: none"> <li>Virtual Academy concepts defined and development underway</li> <li>Managing for Results training rolled out</li> </ul>	<ul style="list-style-type: none"> <li>FAO “Virtual Academy” piloted</li> <li>Phase 1 implemented</li> </ul>	<ul style="list-style-type: none"> <li>Sep 2010</li> <li>Jun 2010</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>	

Unit Result 4: An FAO competency framework is formulated to complement new structures arising out of HR Reform and decentralization initiatives.

UR4 Indicator/s: Competency framework model defined and endorsed at corporate level; restructuring changes implemented in accordance with timeframes

Current Status (February 2011)

Following implementation of the new HQ organizational structure, CSH continues to support Departments and Offices to formulate restructuring proposals, design new job roles as a consequence of restructuring and de-layering and implement new organizational models. In September 2010, FAO hosted the launch of the new GS job evaluation standard, endorsed by the International Civil Service Commission, to prepare for its January 2011 implementation, which is now completed. Development of the new FAO Competency Framework commenced in December 2010 with a series of meetings involving key stakeholders, the newly formed project team and the external consultancy firm engaged to support FAO in this initiative. Development of the FAO Competency Framework and its mapping to revised job families is a major priority for CSH in 2011. Successful completion of this project has the potential to transform delivery of a range of related HR functions, including job design, recruitment, performance management and learning and development.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Feb 2011)	Status (vs April target)
11. A competency framework is developed and profiles for positions including Regional Representatives, sub-regional coordinators and FAORs are established (IPA)	<ul style="list-style-type: none"> <li>Competency framework concept developed and discussed</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of levelled competency framework</li> <li>Mapping of framework to revised FAO job families</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2010</li> <li>Dec 2011</li> </ul>	<ul style="list-style-type: none"> <li>June 2011</li> <li>Dec 2011</li> </ul>	
12. New organizational structures are implemented and appropriate support provided to restructuring (IPA)	<ul style="list-style-type: none"> <li>HQ restructuring proposals approved</li> <li>Decentralisation of activities (TCP program and FAOR Network) underway</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of job design toolkit workshops (phase I)</li> <li>Implementation of HQ restructuring changes</li> </ul>	<ul style="list-style-type: none"> <li>Apr 2010</li> <li>Jul 2010</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>	

Unit Result 5: Reforms to the HR function are introduced which enable the CSH division to provide an enhanced and more strategic level of service to FAO.

UR5 Indicator/s: HR function changes defined and implemented; full staffing of the new HR function

Current Status (February 2011)

In response to detailed recommendations made by the Root and Branch Review team, the Human Resources Management Division embarked on an ambitious programme of reform and modernization in 2009, which continued throughout 2010. New HR communications and strategy functions were established and several vacant HR positions advertised. Although there have been some delays in finalizing the selection process for some of these positions, all are expected to be filled by the end of Q1 2011. These positions include six funded under the IPA in core HR areas - staffing, strategy, communications, career development and policy. Notable progress is currently being made by the strengthened CSH team to develop and implement the range of HR initiatives under IPA projects 7A and 14, all of which are listed in this action plan, and to forge closer links with partners across the organization. To that end, and despite some initial delays with this initiative due to resource constraints, a proposed framework on HR partnership is being developed for implementation in 2012/13.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Feb 2011)	Status (vs April target)
13. A new role for the HR function is defined and competency and accountability frameworks are reviewed (IPA)	<ul style="list-style-type: none"> <li>▪ Root &amp; Branch Review of the HR function completed</li> <li>▪ Recommendations endorsed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agreed framework on HR partnership developed</li> <li>▪ Competency and accountability frameworks reviewed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sep 2010</li> <li>▪ Dec 2011</li> </ul>	<ul style="list-style-type: none"> <li>June 2011</li> <li>On track</li> </ul>	
14. Appropriate changes are made to support the new HR organizational structure, including management of vacancies, streamlining of HR processes and establishment of new HR functions	<ul style="list-style-type: none"> <li>▪ Vacant HR positions advertised</li> <li>▪ HR communications, strategy and career development identified as important new HR functions</li> </ul>	<ul style="list-style-type: none"> <li>▪ All HR vacancies filled</li> <li>▪ Launching of a career development function</li> <li>▪ Implementation of all endorsed process changes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sep 2010</li> <li>▪ Dec 2010</li> <li>▪ Dec 2011</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 2011</li> <li>▪ Mar 2011</li> <li>On track</li> </ul>	

Unit Result 6: HR services, guided by agreed Service Level Agreements (SLAs), are client-focused and well-communicated.

UR6 Indicator/s: Number of services covered by SLAs with performance monitoring systems; Client satisfaction with quality and accuracy of data

Current Status (February 2011)

Twelve Service Level Agreements (SLAs) were drafted in the current reporting period to establish agreed levels of services that CSH would provide to FAO staff and managers in core HR functions such as issuance of vacancies announcements, case management, response times to language training requests and provision of standard and ad-hoc HR management information reports. Mechanisms are currently being explored to ensure accurate monitoring and reporting of service delivery prior to implementation of the SLAs. Responses from the corporate employee survey, which was released in January 2011, will provide baseline data on client satisfaction with some of the services provided by CSH and will enable the division to target areas of potential improvement.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Feb 2011)	Status (vs April target)
15. Effective and client-focused services across all HR functions are delivered to FAO clients and service level agreements are established to monitor service delivery	<ul style="list-style-type: none"> <li>▪ SLAs developed for some CSH services and activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ SLAs finalised for core CSH services</li> <li>▪ Development and circulation of a client satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dec 2010</li> <li>▪ Feb 2011</li> </ul>	<p>On track</p> <p>To be replaced by corporate employee survey.</p>	

Unit Result 7: HR policies and procedures reflect best practice in HR management.

UR7 Indicator/s: Level of client satisfaction with new policies and procedures

Current Status (February 2011)

CSH continues to make steady progress in developing and implementing policies which reflect best practice in HR management and incorporate recommendations set out in the IPA. In December 2010, the draft HR strategic action plan on gender representation was finalized for submission to the Human Resources Committee for endorsement in February 2011. This plan, which will be complemented by the development of supporting HR policies in 2011, aims to establish mechanisms to improve female representation at professional and higher-level positions in FAO. In December 2010, interim guidelines on mobility were also published pending finalization of a comprehensive mobility policy in 2011. The guiding principles are intended to provide opportunities for professional and general services staff members to work in different offices and departments of FAO on a temporary (up to eleven months) or longer-term basis. CSH has completed a review of the flexible working arrangements policy and commenced consultation with internal stakeholders to discuss the outcomes and proposed changes.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Feb 2011)	Status (vs April target)
16. An incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria is established (IPA)	<ul style="list-style-type: none"> <li>▪ Guiding Principles of Mobility paper developed, discussed and endorsed by members of the SMM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interim guidelines on long-term and temporary mobility drafted and sent out for consultation</li> <li>▪ Mobility policy developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 2010</li> <li>▪ Jul 2010</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>▪ Dec 2011</li> </ul>	
17. The process of HR policy development, implementation and review is effectively led and coordinated by the HR function	<ul style="list-style-type: none"> <li>▪ Policy on flexible working arrangements implemented</li> <li>▪ Policy on retirees endorsed</li> <li>▪ Internships policy implemented</li> <li>▪ Consultation on JP policy completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of retirees policy</li> <li>▪ Implementation of JPP policy</li> <li>▪ Review of flexible working arrangements policy</li> <li>▪ Development of policy on gender balance to support strategic action plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Apr 2010</li> <li>▪ Jun 2010</li> <li>▪ Dec 2010</li> <li>▪ Dec 2011</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>On track</li> </ul>	