![FAO logo and multilingual organization names]

منظمة الأغذية والزراعة للأمم المتحدة

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

Продовольствен
ная и
сельскохозяйств
енная
организация
Объединенных
Наций

Organización
de las
Naciones Unidas
para la
Alimentación y la
Agricultura

FINANCE COMMITTEE

Hundred and Fortieth Session
Rome, 10 - 14 October 2011
Implementation of Corporate Human Resources Strategy

Queries on the substantive content of this document may be addressed to:
Mr Tony Alonzi
Director, Human Resources Management Division
Tel: +3906 5705 6200

EXECUTIVE SUMMARY

- The HR Strategic Framework and Action Plan 2010-11 ("Plan") establishes the vision, strategic direction and goals of the Human Resources Management Division and ensures their alignment with corporate objectives. Since ten of its initiatives derive from the Immediate Plan of Action for FAO Renewal, successful implementation of the Plan is also a critical pillar of FAO renewal.

- At its 138th Session in March 2011, the Finance Committee discussed a progress report on the delivery of initiatives in the Plan. The Committee requested that progress continue to be made in delivering against key HR initiatives and activities 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 March 2011 towards meeting established goals and targets. In total, nine initiatives included in the attached Annex to the Plan are now colour-coded blue, which means that implementation of the initiative, as defined in April 2010, has been completed. Major HR initiatives in this category include the Performance Evaluation Management System (PEMS) and the HR Management Information Reporting System (HRMIR), both of which now show additional activities in the Plan (which is a living document) for subsequent stages of the projects in the 2012/13 biennium.

- A further six activities are now colour-coded green, signifying that the project is on track for completion within designated timeframes. Major initiatives in this category include the majority of the learning and development programmes which are being introduced in the current biennium, the i-Recruitment system and the development of a comprehensive policy on gender balance.

- Seven activities are experiencing delays *vis-á-vis* the original timeframes established in April 2010. These include further development of the FAO Rewards & Recognition strategy, which has been postponed pending outcomes from a study by the International Civil Service Commission (ICSC) on best recognition practices, and finalization and endorsement of the new corporate Competency Framework. Despite delays in initiating this project, however, significant progress has been made in the current reporting period, with over 230 staff from HQ and Decentralised Offices participating in focus groups to help define a first draft of the Framework and further focus groups scheduled in early autumn to validate it. Implementation of the Framework and its subsequent integration into a wide range of HR functions, including job design, recruitment, performance management and learning and development, will be the major priority for the HR division in 2012/13.

- A significant achievement in the current reporting period was completion of the selection process for the first cohort of Junior Professionals under the Junior Professionals Programme (JPP). The cohort joined FAO in July 2011, attended orientation training in Headquarters and are now working with their assigned host divisions/offices. The JPP supports two key corporate objectives: the attraction and recruitment of staff from target groups (professional women and nationals from non-and under-represented countries) and the rejuvenation of the Organization's workforce. In support of this objective, 61% of JPs selected are women and 61% came from non- and under-represented countries, including 39% from developing countries. Of the eighteen JPs selected, five are placed in Headquarters and thirteen in Decentralised Offices.

- Another significant achievement in the current reporting period was the steady growth of mobile assignments under the interim mobility guidelines. Approximately 80 regular programme positions are currently included in the compendium and nearly 90 staff members are registered on the roster. As of end July 2011, 91 geographical moves have been processed since the start of the biennium, of which 65 are between regular programme posts and 26 between project funded posts. Active measures have been undertaken, and an extensive communication campaign continues, to increase interest in this programme and ensure that the target of 100 managed geographical assignments for the 2010-2011 biennium are met.
- The corporate Mobility Policy itself is still expected to be in place by the end of 2011. The draft is now going through the normal consultative process and discussions are ongoing, particularly with the Staff Representative Bodies. In line with the guidance provided by the Conference during its 37th Session, the policy reflects a more mandatory approach to mobility, focusing on specific job families where mobility is considered to be core to the needs of the Organization.
- The Finance Committee members are invited to note that a significant portion of the CoC-IEE Immediate Plan of Action (IPA) is related to HR Reform. In total, there are five major HR IPA projects, which incorporate a number of individual HR initiatives. Status reports are included in the HR Strategic Framework and Action Plan on progress with each of these initiatives but for convenience and ease of reference, a summary table is also included at the end of this document, highlighting the status of each HR-related IPA project in terms of achievements and benefits.

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.

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"), was developed at the beginning of 2010 to establish the vision, strategic direction and goals of the Human Resources Management division and operate as a roadmap for the management of human resources in FAO. Through a results-based reporting framework, it sets out the major IPA and non-IPA HR activities which the division committed to deliver during the 2010/11 biennium. Initiatives in the Plan aim to provide FAO with the requisite policies and tools to attract, evaluate and enhance the skills and capabilities of FAO's workforce, and ensure alignment between corporate strategic objectives, organizational structures and staff capabilities.

2.   As part of its periodic review of progress on the implementation of the Plan, the Finance Committee noted at its 138th Session "the progress made with the implementation of initiatives in the HR Strategic Framework and Action Plan" and recognised "the efforts being undertaken to deliver on a broad range of activities across the different HR functions with the aim of transforming the HR function to one that is more of a strategic partner". It also noted 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. An overview of progress made with key HR initiatives under each Unit Result for the reporting period April to September 2011 is outlined hereafter. Further information is provided in the Annex to this Report.

3.   Committee members are also invited to note that a significant portion of the CoC-IEE Immediate Plan of Action (IPA) is related to HR Reform. In total, there are five major HR IPA projects, which incorporate a number of individual HR initiatives. Status reports are included in this document and the Annex on progress with each of these initiatives but for convenience and ease of reference, a summary table is also included at the end of this document, highlighting the status of each HR project in terms of achievements and benefits.

UNIT RESULT 1 - HR MANAGEMENT INFORMATION

4.   The Human Resources Management Information Reporting (HRMIR) system achieved live status in November 2010 and is now being used by managers across the Organization. The HRMIR supports the objective of providing holistic, accurate and timely workforce information and enables management at HQ and in Decentralised Offices to analyse key HR metrics and other pertinent workforce information on a self-service basis. Provision is made for point in time analysis, aggregation and trending through a diverse array of interactive dashboards, whilst more conventional reporting is delivered through an ever-expanding list of targeted reports that are formatted to publishing standards. The initial phase of the HRMIR project was successfully delivered as scheduled and to budget. Its scope has now been expanded to also include a Roster Search facility and plans are in place for a subsequent stage to incorporate data from new HR initiatives such as PEMS and iRecruitment, along with provisions for improved vacancy monitoring. This subsequent stage, planned to commence in October 2011, will considerably enhance the ability of HRMIR to provide management with a comprehensive overall view of their workforce and further support them in making informed staffing decisions.

UNIT RESULT 2 - RECRUITMENT AND STAFFING

5.   Several measures have been implemented in the current biennium to attract and recruit greater numbers of qualified candidates from target groups. These include the establishment and ongoing population of a database of worldwide institutions, which has accelerated the distribution of vacancy announcements and eliminated the need to mail printed vacancies throughout the world, thereby generating savings and efficiencies for the Organization. An FAO Jobs Twitter page and FAO Jobs List Facebook page have also recently been introduced in order to reach out to a larger pool of candidates from all countries. Another measure is the formulation of a new, more effective methodology to establish departmental gender and geographic representation targets.

6.   In addition to the above, an iRoster Search tool has been developed and will be rolled-out to the Organization during September and October 2011. The iRoster Search provides managers with an

online application to search for and find suitable potential candidates for consulting assignments or positions by entering multiple parameters such as education, languages, geographic representation, and technical skills.

7.   Selection of the first cohort of Junior Professionals (JPs) was completed in July 2011. Of the eighteen JPs selected, five have been placed in Headquarters Departments and thirteen in Decentralized Offices. The first cohort joined FAO in July 2011 and attended a special orientation programme designed specifically for JPPs before taking up their assignments in their respective duty stations. The JPP supports two key corporate objectives: the attraction and recruitment of staff from target groups (professional women and nationals from non- and under-represented countries) and the rejuvenation of the Organization's workforce. In support of those objectives, 61% of selected candidates in this first cohort are women and 61% are from non- or under-represented countries, including 39% from developing countries.

8.   Significant progress has also been made in the current biennium to streamline recruitment and selection processes. These include the following initiatives: (i) The new iRecruitment system is being tested and full rollout is on track for the end of 2011; (ii) Membership of the Professional Staff Selection Committee has been expanded to enable more meetings to be held and more submissions to be reviewed; (iii) The posting time for external vacancies has been reduced from two months to one month in response to more automated vacancy distribution; (iv) Four month targets have been set for recruiting units to present their submission to the Professional Staff Selection Committee (PSSC) following VA closure; and (v) A more streamlined and user-friendly PSSC submission form has been introduced.

UNIT RESULT 3 - LEARNING/DEVELOPMENT AND PERFORMANCE MANAGEMENT

9.   The Management Leadership curriculum was expanded in 2011and two new courses launched: *Effective Leadership* targeting P5-D2s and *Foundations of Management* for middle managers and senior GS staff. Coaching is now systematically offered to managers who go through the Management Assessment Centre. As a result of significant efforts to develop the management development curriculum as well as to provide access to learning opportunities for managers, approximately 30% of managers have attended at least one of the core managerial programmes during the biennium. A number of tenders are now either in progress or about to be released to support new programmes and ongoing staff development.

10.   The Virtual Academy pilot was expanded in May 2011 to target staff both in Rome and Decentralized Offices. The extended pilot offers a revised suite of nineteen courses to approximately 200 learners, including FAO technical courses developed in-house, which have received very positive feedback both on content and on platform access. The organization-wide launch is now being defined in close collaboration with the ERP12 ugprade project in view of HR data integration requirements.

11.   Implementation of the Performance Evaluation and Management System (PEMS) remains on track. Upon closure of the 2010 cycle in February 2011, feedback was collected from staff and a full analysis of the cycle undertaken to further improve the system. The 2011 PEMS cycle is now well underway, with staff completing mid-year progress evaluations between July and September. Training continues to be provided to enable staff to deepen their understanding of the system, in addition to individual or group support.

12.   The target date for further development of the FAO Rewards & Recognition strategy was moved in the previous reporting period to June 2012 to ensure that it reflects recommendations emanating from the current International Civil Service Commission (ICSC) study on best performance recognition practices. This should result in greater harmonisation of FAO policies and practices with those of other UN organizations. This revised target date will not impact the critical path of instituting a rewards and recognition scheme within the Organization since PEMS was only intended to be used for administrative purposes (e.g. recognition of superior and under-performance) from the 2012 cycle.

UNIT RESULT 4 - ORGANISATIONAL DESIGN AND COMPETENCIES

13.   The development of the new FAO Competency Framework commenced in December 2010 with a series of meetings involving key stakeholders, the project team and the external consultancy firm engaged to support FAO in the process of competencies identification. An initial series of focus groups involving more than 170 staff members from different functional roles was organized during March and April 2011, both in HQ and Decentralized Offices, resulting in development of a preliminary draft Framework, which has subsequently been revised to incorporate feedback received from stakeholder groups. The validation phase commenced in July 2011, with a series of focus groups in Decentralised Offices involving more than 60 staff members. Further validation focus groups in HQ will take place in September 2011, followed by finalisation and endorsement of the final draft of the FAO Competency Framework in November 2011. During 2012- 2013, the Framework will gradually be integrated into a wide range of HR functions such as job design, recruitment, PEMS and learning and development.

UNIT RESULT 5 - HR REFORM

14.   In response to 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 and into 2011. New HR communications, career development and strategy functions have been established and six positions funded under the IPA in core HR areas - staffing, strategy, communications, career development and policy - have been filled. Notable progress is currently being made by the strengthened CSH team to develop and implement the range of HR initiatives under HR-related IPA projects, 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.

UNIT RESULT 6 - HR SERVICE DELIVERY

15.   Twelve HR Service Level Agreements (SLAs) were drafted in the previous reporting period to establish agreed levels of services in HR delivery. The SLAs have now been published on the FAO Intranet to seek feedback from FAO staff and managers on core HR functions such as issuance of vacancies announcements, case management, response times to language training requests, social security employee benefits 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 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. In addition, CSH is working with other Divisions in CS to prepare a Client Satisfaction Survey, which is expected to be released in 2011. This complements the Client Satisfaction Survey conducted on Medical Insurance at the end of 2010 by the FAO medical insurance provider (Van Breda International).

UNIT RESULT 7 - HR POLICIES

16.   Interim guidelines on intra-organizational staff mobility were published in December 2010. Measures were taken to communicate on this initiative and increase interest in mobility in an effort to meet the target of 100 managed mobility assignments for the 2010-2011 biennium. Approximately 80 regular programme positions are currently included in the compendium and nearly 90 staff members are registered on the roster. As of end July 2011, 91 geographical moves have been processed since the start of the biennium, 65 on regular programme posts and 26 on project funded posts.

17.   As requested by the Human Resources Committee, a "Mobility Task Force" composed of staff members from CSH, technical departments and Regional Offices (RLC and RAP) was established in January 2011 to formulate a revised corporate mobility policy. In May 2011, the Mobility Task Force submitted its proposal, which was discussed by the staff representative bodies and senior management in June. Internal consultations with the staff representatives are on-going and should be finalized by

end-September, in order to meet the target date for issuance of the mobility policy at the end of the year. In line with guidance provided by CoC-IEE and governing bodies, in particular the Conference during its 37th Session[1], the policy reflects a more mandatory approach to mobility, focusing on specific job families where mobility is considered to be core to the needs of the Organization. A target of at least 100 managed geographical assignments will be set for the 2012-2013 biennium (phase I). Revised targets will be established for subsequent phases of the mobility programme based, in part, on outcomes from a comprehensive review of the mobility scheme during this first phase.

18.   CSH has also completed a review of the flexible working arrangements (FWA) policy in consultation with internal stakeholders. Proposals for revision of the FWA have been finalized and are submitted for review by the HRC. It is expected that the review and final recommendation will be made before the end of the year, and a revised policy issued within the first half of 2012.

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[1] C 2011/REP, para 106

IPA PROJECTS RELATING TO HR REFORM – SUMMARY OF PROGRESS (1)

<u>**Project 10 – Headquarters structure**</u>

This project aims to establish a new Headquarters structure, which reflects recommendations put forward in the IEE and is more closely aligned with corporate priorities and strategic objectives. It includes the following IPA initiatives:

3.101   Introduce new Headquarters organizational structure

3.103   Review reorganization with a view to further improvements

7.3   Re-define the role of the ODG with regard to administrative activities

Achievements	Benefits/Expected Benefits
▪ The new HQ organizational structure was implemented in January 2010 in line with the principles and recommendations outlined in the IPA. ▪ Approximately 2,600 positions were transferred from the old to the new structure and 40 D-level positions abolished. ▪ CSH continues to play an active role in supporting Departments/Offices to formulate restructuring proposals, design new job roles as a consequence of restructuring and de-layering and implement new organizational models. ▪ Pilot, team-based models have been implemented in ES and AGP, complemented by a suite of new output-based job profiles in AGP. ▪ Review of organizational structures in Decentralised Offices (e.g. RAF and RNE) is ongoing and will build on achievements to date.	▪ Revised HQ structure ensures manageable spans of control; reduced direct reporting lines to the DG; flatter structures; and closer alignment between structure and corporate priorities/strategic objectives. ▪ The new HQ organizational structure promotes increased dialogue and collaboration between staff in different organizational entities on cross-cutting issues, such as climate change and food security. ▪ Establishment of Senior Executive Team; re-structuring of APEX offices and appointment of second DDG are complemented by measures to ensure involvement of Decentralised Offices in decision-making processes. ▪ Establishment of flatter, team-based models is promoting new, more effective ways of working and triggering culture change.

IPA PROJECTS RELATING TO HR REFORM – SUMMARY OF PROGRESS (2)

Project 24 – PEMS

This project aims to provide staff with an objective appraisal system that can be a tool for individual workplanning and development. Through PEMS, managers and staff take a collaborative approach to define, monitor, and measure individual contributions to the work of the Organization. The annual PEMS appraisals include 360 degree feedback, which can help staff make any necessary adjustments to workplans and identify developmental needs. The project includes the following IPA initiative:

3.70   Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria

Achievements	Benefits/Expected Benefits
▪ The 2010 PEMS Cycle has been successfully completed and feedback collected from staff. Full analysis has been prepared.	▪ Staff is able to have a more balanced, comprehensive, objective assessment of performance.
▪ Staff is mid-way through the 2011 PEMS Cycle and participation rates have met established targets.	▪ Establishment of individual workplans can help staff be more aware of how their work is aligned with the Organization's priorities and goals.
▪ Nearly all staff members have received basic PEMS Training and individual support in the preparation of their PEMS.	▪ Developmental needs of staff can be more accurately identified and addressed.

IPA PROJECTS RELATING TO HR REFORM – SUMMARY OF PROGRESS (3)

Project 25 – Competency Framework

This project establishes a comprehensive framework of competencies with levelled behavioural indicators by role for the organization. Every staff member's job description would include both technical skills and competencies, which they are expected to possess, demonstrate and improve upon in the performance of their duties. The competency framework provides a common language and requirements for job design, recruitment, performance and development. It includes the following IPA initiatives:

3.66   Revise competency profiles for all job families including Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support

3.87   Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)

7.27   Define a new role for the HR Function and review the HR competency framework and accountability framework

Achievements	Benefits/Expected Benefits
▪ Project launched and project team established, including external consultancy firm, bringing experience in having successfully developed competency frameworks in other UN organizations. ▪ To ensure broad participation, focus groups (15) have met in HQ and some regional offices to help develop the first draft framework. Information campaigns and webinars have been launched to promote staff awareness. Divisional meetings are in progress. ▪ The project is on track to deliver a framework by the end of 2011. A first draft has been produced and has been circulated to relevant stakeholders, whose feedback is being used to refine the framework before entering into the final validation phase.	▪ An essential articulation of the future competency profile of the workforce required for the Organization to meet its mandate ▪ A clear platform upon which to build a seamless HR strategy linking job design, outreach and recruitment, performance and development. ▪ Introduction of competency based recruitment and selection processes, and establishment of career paths for staff incorporating competency development

IPA PROJECTS RELATING TO HR REFORM – SUMMARY OF PROGRESS (4)

Project 26 – Mobility

This project aims to introduce a managed mobility scheme, providing for geographical and functional mobility, as well as long term and temporary mobility assignments. It includes the following IPA initiative:

3.61   Establish an incentive based rotation policy in HQ and between HQ and the DOs with clear criteria

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Achievements	Benefits/Expected Benefits
▪ Interim guidelines on intra-organizational staff mobility were published in December 2010 and the position of Mobility Coordinator in CSH has been filled. As of end July 2011, 80 regular programme positions are included in the mobility compendium of posts and nearly 90 staff members have volunteered for mobility assignments. ▪ 91 geographical moves have been processed since the start of the biennium, 65 on regular programme posts and 26 on project funded posts. ▪ A "Mobility Task Force" comprising staff members from CSH, technical departments and Regional Offices (RLC and RAP) submitted a revised corporate mobility scheme in May 2011. Internal consultations with the staff representatives are on-going and should be finalized by end-September, in order to meet the target date for issuance of the mobility policy before the end of the year.	▪ The introduction of a temporary scheme, pending finalization of a corporate policy, has been an opportunity for CSH to communicate on mobility and ensure that managers and staff at large are aware of the advantages of mobility and that a corporate mobility scheme will be introduced as of the start of the next biennium. ▪ The set target of 100 geographical moves per biennium has nearly been reached as at the end of July which is a positive result and message in response to concerns raised on the setting of numeral targets in a scheme. ▪ A managed mobility scheme is an important element in developing a more flexible and versatile workforce with greater understanding of the work of different duty stations and work areas and therefore supporting stronger organizational cohesion. In addition, a managed mobility scheme will facilitate the career development and personal growth of staff, as well as expand staff competencies and job satisfaction.

IPA PROJECTS RELATING TO HR REFORM – SUMMARY OF PROGRESS (5)

Project 27 – Other Human Resources Actions

This project incorporates a number of individual HR initiatives, relating to staff recruitment, training and job classification. It aims to establish broader geographic and gender representation in FAO recruitment, wider outreach to potential candidates, and effective learning and development programmes to ensure that FAO attracts and retains a high-performing workforce. It includes the following IPA initiatives:

3.59   Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries

3.60   Introduce a package for increasing staff training, including in management

3.89   Strengthen staff training

3.62   Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme

3.64   Wider publication of FAO vacancies

3.72   Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) support substantive staff management

3.75   Governing Body action and action by management to secure changes at the UN Common System level: a) develop proposals for Common System change; b) present changes to UN

Achievements	Benefits/Expected Benefits
▪ 3.59: New selection procedures have been implemented, which uphold the necessity to select the most qualified candidates while paying due attention to gender and geographic representation. As a result, FAO has achieved its gender/ geo. targets for 2011: as at 30 June 2011, the proportion of women has reached 36% in the Professional category (up from 33% in Dec. 2009) and 22% in the Director-level category (up from 15% in Dec. 2009). During the same period, the proportion of equitably-represented countries has increased from 61% to 65%, and that of nationals from over-represented countries has drastically dropped from 37% to only 18%.	▪ Level of competence maintained while recruiting a more diverse workforce which better reflects the cultural diversity of FAO's members.

Achievements	Benefits/Expected Benefits
▪ 3.60 & 3.89: A number of initiatives have been carried out to strengthen staff training and development. A "suite" of managerial courses is now available for FAO managers (P5-D2) and foundation courses are now available for middle managers and Senior GS. About 30% of managers (P5-D2) have attended at least one of the Core Managerial Programmes. A new course, 'Foundations of Management', targeting Senior GS and middle managers has been designed and delivered. ▪ The Virtual Academy (platform for e-learning together with a small range of e-learning modules) was piloted with a view to providing increased learning opportunities to all staff worldwide and to coordinating corporate learning activities. Based on the very positive feedback received, work is ongoing to adopt a platform and develop its content.	▪ The Organization visibly and explicitly provides programmes supporting the development of a management culture. ▪ A common management language is established across the Organization. ▪ Managerial competencies are developed. ▪ A corporate training curriculum will be made available to all staff worldwide, promoting alternative e-learning or virtual delivery methods where possible.
▪ 3.62: The Internship Programme is in place since January 2010. The first cohort of Junior Professionals has been on board since July 2011.	▪ Younger professionals attracted and progress made towards rejuvenating the workforce while improving gender and geographic representation. Better succession planning facilitated.
▪ 3.64: A computerized database of institutions has been developed and launched to ensure wider distribution of vacancies to over a thousand institutions throughout the world. A FAO Jobs Twitter page and FAO Jobs List Facebook page have also recently been introduced in order to reach out to a larger pool of candidates from all countries.	▪ Mailing of vacancies in hard copies eliminated, resulting in about USD 30,000 in efficiency savings. Greater numbers of applicants reached at a reduced cost.

Achievements	Benefits/Expected Benefits
▪ 3.72: The new Human Resources Management Information Reporting (HRMIR) system achieved live status in November 2010 and is now being used by managers across the Organization. ▪ The project scope has now been expanded to also include a Roster Search facility and incorporation of data from PEMS and iRecruitment.	▪ The HRMIR provides holistic, accurate and timely workforce information and enables management to analyse key HR metrics and other pertinent workforce information on a self-service basis. ▪ HRMIR enables point in time analysis, aggregation and trending through a diverse array of interactive dashboards, in addition to an ever-expanding list of targeted reports that are formatted to publishing standards.
▪ 3.75: Ongoing attendance at UN Common System meetings and active involvement in cross-agency initiatives and working groups to harmonise HR policies and practices.	▪ Greater visibility of FAO in cross-agency UN HR initiatives, with increased attention drawn to high priority issues and concerns.

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

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 (July 2011)

The HR Management Information Reporting system (HRMIR) project was completed in Dec 2010 to budget. The system went live in Nov 2010 and contains data from several transactional systems consolidated into one source of information. Through a diverse array of dashboards and reports, it provides management with accurate and daily-updated workforce information and statistics on a self-service basis. Feedback from the Pilot Release (Oct 2010), and subsequent Go-Live (Nov 10) stages of the project indicates that HRMIR has been enthusiastically received by management, who are impressed with the reporting capabilities and flexibility offered. A further review in line with project management principles is scheduled to take place in Dec 2011 to ensure that maximum benefit continues to be derived from HRMIR. The next stage of the project will involve expanding HRMIR to meet the reporting needs of new HR initiatives such as PEMS and I-Recruitment. HRMIR enables cost efficient and flexible development of bespoke reports for these new initiatives compared with the creation of such reports within their individual systems. Expansion of the system will also further advance the objective of establishing a holistic and accurate reporting system from which data from all HR activities may be analysed concurrently.

Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 target
1. An upgraded Data Warehouse is established, which improves ease of data extraction and supports substantive staff management **(IPA)**	▪ Successful Go-Live of Data Warehouse post Pilot Release (Nov 2010) ▪ Enhanced Data Quality Assurances in place (Nov 2010) ▪ Additional HR data established in Data Warehouse (Dec 2010)	All activities completed	-	-	⬭
2. Relevant, accurate HR information reports are available through the system and end users trained to access them	▪ Beta Release and subsequent Go-Live completed (Oct 2010) ▪ Fine tuning of reports and dashboards post Pilot Release (Oct 2010) ▪ Enhanced report creation ability (Dec 2010)	All activities 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 (July 2011)

The Organization has almost achieved its gender and geographic representation targets reflected in the MTP for 2011, even though some effort is required to maintain that performance throughout the year. Following the launch, in October 2010, of the database of institutions to ensure wider publication of FAO vacancies, the Organization is now discontinuing the mail distribution of printed vacancy announcements, saving some US$ 30,000 per annum. The pilot phase for the implementation of iRecruitment has been completed and the full rollout for all PWB professional positions is expected to take place by the end of 2011. Staff members throughout the Organization were apprised, through a web-streamed presentation, of the measures taken to streamline the recruitment process, and were provided with guidance on ways in which they could use the new procedures and tools effectively, including the new PSSC submission form. The first cohort of Junior Professionals is on board since end-July.

| Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 target
3. An effective policy for gender and geographic representation is established **(IPA)**	▪ Corporate MTP milestone targets for gender and geographic balance achieved	▪ Preparation of a mid-year report for submission to senior management	-	▪ Aug 2011	(blue)
4. A joined up and consistent system for the recruitment of young professionals is established **(IPA)**	▪ New cohort of Junior Professionals on board	▪ Report on the pilot exercise	-	▪ Sep 2011	(blue)
5. A system for wider publication of FAO vacancies is implemented **(IPA)**	▪ Database of institutions/addresses to ensure wider circulation of FAO vacancies: system up and running	▪ Technical improvements to the system implemented	▪ Ongoing	▪ Ongoing	(green)
6. An i-Recruitment system for professional positions is implemented with extended functionality	▪ i-Recruitment system developed and being fine-tuned for implementation	▪ System roll-out for all FAO Professional vacancies	▪ Dec 2011	▪ Dec 2011	(green)
7. Specific measures are introduced to reduce recruitment timeframes	▪ New initiative introduced in the CSH work plan post April 2010 ▪ Expanded PSSC membership ▪ Advertisement of external P vacancies shortened to 1 month ▪ Streamlined PSSC submission form introduced	▪ All activities completed	-	-	(blue)

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 (July 2011)

A "suite" of courses for Managers (P5-D2s) has been designed and delivered to about 28% of managers since Jan 2010. The suite consists of a Management Development Centre (MDC), Executive Coaching and a new course on Effective Leadership. A new course, 'Foundations of Management', targeting Senior GS and middle managers has been designed and delivered and a new vendor is being selected for the Management Assessment Centre, with the tender process due to be completed at the end of August. This will be followed by the design and delivery of the new Assessment Centre beginning October. Learning programmes are being coordinated with ongoing PEMS training to ensure common models, languages and approaches. Roll-out of the first full cycle of PEMS was completed in February 2011. A revised target date has been established for development of the FAO Recognition and Rewards strategy to ensure that it incorporates recommendations from the current ICSC review. The revised target date must be achieved or risk that the first year of PEMS planned to be used for administrative actions (2012) will not have recognition arrangements associated with it. The Virtual Academy pilot was extended to Decentralized Offices and Headquarters staff with a very high rate of participation and interest (2nd round of pilot concluded in July 2011). As a result of the pilot, work has commenced to formulate a business case and project to adopt and launch a new learning platform in order to offer elearning and blended learning to the whole organization in 2012. Managing for Results has been delayed to concur with the roll out of the workplanning phase in the organization.

Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 target
8. A package for increased staff training including in management is introduced **(IPA)**	▪ MDC rolled out to 100 participants ▪ 73 staff participated in Executive Coaching ▪ 2nd Management and Organizational Effectiveness Forum conducted (Sept 2010) ▪ New courses of Foundations of Management and Effective Leadership designed and rolled out	Ongoing ▪ Second modules of Effective Leadership and Foundations of Management to be delivered ▪ New model of Management Assessment Centre to be designed and rolled out ▪ Post MAC participants to receive executive coaching (six months timeframe)	- - -	▪ Dec 2011 ▪ Oct 2011 ▪ Dec 11 to May 2012	🟢

Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 target
9. An objective staff appraisal system (PEMS) linking staff performance to objectives is introduced **(IPA)**	▪ Successful ongoing pilot of PEMS. 2010 PEMS Cycle completed and 2011 PEMS Cycle underway ▪ Roll-out of PEMS to all staff on FT or continuing contracts ▪ PEMS learning programmes and support delivered to staff ▪ Oracle system improvements implemented	▪ Additional PEMS learning programmes and support delivered to staff ▪ Recognition and Rewards strategy developed	- ▪ Jan 2011	 ▪ Jun 2012	🔵 🟡
10. A blended learning approach to staff development is established, training needs are identified in partnership with clients and programmes delivered	▪ Virtual Academy concepts defined ▪ 1st and 2nd pilot rolled out (2nd pilot with revised content and audience) ▪ Managing for Results roll out	▪ Business case and project proposal prepared for adoption of new learning platform ▪ Monitoring and assessment phase of the new cycle	- - -	▪ Completed ▪ Dec 2011 ▪ Oct 2011	🔵 🟢 🟢

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 (July 2011)

Following implementation of the new HQ organizational structure, CSH continues to support Departments and Decentralised Offices to formulate restructuring proposals, design new job roles as a consequence of restructuring and de-layering and implement new organizational models. This work is expected to continue throughout the 2012/13 biennium. Development of the new FAO Competency Framework commenced in December 2010 with a series of meetings involving key stakeholders, the project team and the external consultancy firm engaged to support FAO in this initiative. This was followed by a series of focus groups in HQ and Decentralised Offices, in which over 170 staff participated. Finalisation and endorsement of a new corporate Competency Framework and its mapping to job profiles is a major priority for CSH in the next six months. 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. Not completing the Competency Framework in 2011 will risk delays in innovative developments in these area in the 2012/13 biennium.

Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 target
11. A competency framework is developed and profiles for positions including Regional Representatives, sub-regional coordinators and FAORs are established **(IPA)**	▪ Competency framework concept developed (Dec 2010) ▪ First round of focus groups/ webinars held in HQ and Decentralised Offices (May 2010) ▪ Draft framework developed for validation (June 2010)	▪ Second round of focus groups held to validate draft framework ▪ Endorsement of levelled Competency Framework ▪ Mapping of framework to revised job families	- ▪ Dec 2010 ▪ Dec 2011	▪ Oct 2011 ▪ Dec 2011 ▪ Apr 2012	(yellow circle)
12. New organizational structures are implemented and appropriate support provided to restructuring **(IPA)**	▪ HQ restructuring proposals approved and implemented (July 2010) ▪ Decentralisation of activities (TCP Program and FAOR Network (Dec 2010)	▪ Ongoing review of restructuring proposals for additional Departments and Offices (e.g. FO, FI, RAF, RNE)	-	▪ Ongoing	(blue circle)

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 (July 2011)

In response to 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 and into 2011. New HR communications, career development and strategy functions were established and the majority of vacant HR positions advertised. 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. In this regard, the division was counting on dedicated CSH HR resources being assigned to each Regional Office as part of the SSC hub restructuring proposals, but is now revisiting the plan for alternative solutions. Review of the HR competency and accountability frameworks is ongoing.

Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 target
13. A new role for the HR function is defined and competency and accountability frameworks are reviewed **(IPA)**	▪ Root & Branch Review of HR completed and recommendations endorsed (Apr 2010) ▪ Decentralisation of activities (TCP Program and FAOR Network (Dec 2010)	▪ Agreed framework on HR partnership developed ▪ Competency and accountability frameworks reviewed	▪ Sept 2010 ▪ Dec 2011	▪ Dec 2011 ▪ Dec 2011	⬤
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	▪ Majority of vacant HR positions advertised and filled (June 2011) ▪ HR strategy, staffing and career development positions established and filled (June 2011)	▪ HR communication position filled ▪ Competency and accountability frameworks reviewed and changes implemented	▪ Sept 2010 ▪ Dec 2011	▪ Sept 2011 ▪ Dec 2011	⬤

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 (July 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.
In addition, CSH is working with other Divisions in CS to finalize and circulate a Client Satisfaction Survey, which is expected to be released in October 2011. This complements the Client Satisfaction Survey conducted on Medical Insurance at the end of 2010 by the FAO medical insurance provider -VBI.

Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 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	▪ SLAs finalised for core CSH services	▪ Circulation of SLAs to obtain feedback from CSH customers and buy-in of final agreements. ▪ Appropriate mechanisms to be identified, implemented and effectively used to ensure accurate and timely monitoring and reporting on performance against SLAs	▪ Dec 2010	▪ Dec 2011	🟡

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 (July 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 first draft HR strategic action plan on gender representation was finalized for submission to the Human Resources Committee (HRC). The Plan was revised following these consultations and should be endorsed by early September 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 (FWA) policy in consultation with internal stakeholders. Proposals for revision of the FWA have been finalised and are submitted for review by the HRC.

Significant UR products/services	Achievements since April 2010	New or Outstanding activities	Original target for outstanding activities April 2010	Revised target for outstanding activities July 2011	Status vs April 2010 target
16. An incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria is established **(IPA)**	▪ Interim guidelines on long-term and temporary mobility issued and implemented in December 2010 ▪ Revised Mobility policy developed by an Internal Task Force and submitted in May 2011 for internal consultations which are still on-going.	- ▪ Finalize internal consultations for review by the HRC. ▪ Issuance of Corporate Mobility Policy - target implementation date: 1 January 2012	- ▪ Jul 2010	- ▪ Sep 2011 ▪ Oct 2011	🔵 🟡
17. The process of HR policy development, implementation and review is effectively led and coordinated by the HR function	▪ Following internal consultations, proposals for revision of flexible working arrangements policy finalised in April 2011. ▪ HR Gender Action Plan revised following consultations with HRC - final version submitted for endorsement.	▪ Proposals to be reviewed by HRC, following which policies and relevant rules will be revised ▪ Development of policy on gender balance to support strategic action plan once endorsed	▪ Apr 2010 ▪ Dec 2011	▪ Dec 2011 ▪ Dec 2011	🟡 🟢