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## FINANCE COMMITTEE

**Hundred and Fifty-first Session**

**Rome, 11 - 15 November 2013**

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

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### EXECUTIVE SUMMARY

- At its 148th Session in March 2013, members of the Finance Committee were provided with a comprehensive progress report on the implementation of the '2012-13 Human Resources Strategic Framework and Action Plan`.
- Since March, steady progress has continued to be made on a number of human resources initiatives, as detailed in the present progress report.
- The report also highlights the status of the priority human resources initiatives for which Committee members requested that efforts be pursued; these are: (i) reduction of recruitment time-frame; (ii) improvements in geographic and gender representation; (iii) the Junior Professional Programme; (iv) corporate mobility policy, and (v) revised delegations of authority to support decentralization efforts. As requested by the members of the Committee, information is also provided on additional topics, which are (a) the introduction of a Gender Policy; (b) plans to establish a strategic workforce planning capability in FAO; (c) further analysis on the appropriate GS:P ratio.

### SUGGESTED ACTION BY THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of progress with the human resources initiatives included in the Human Resources Strategic Framework and Action Plan 2012/13, and of the information provided about the initiatives.

#### Draft Advice

- **The Committee took note of progress with the human resources initiatives included in the Human Resources Strategic Framework and Action Plan 2012/13, and of the information provided about the initiatives, for which status reports or information were specifically requested at the 148th Session.**

1. Since the 148th Session of the Finance Committee in March 2013, significant progress has been made with a number of human resources initiatives. A summary of these achievements is presented below. Detailed updates are provided in the Implementation of the 2012-13 Human Resources Strategic Framework and Action Plan attached as an Annex.

### **Structure and Vision**

2. Proposals are being developed on a revised structure of the human resources function, which retains the direct reporting line to the Director-General. This is critical to: ensure swift and responsive actions of the Office of Human Resources (OHR) in line with the Director-General's priorities, firmly establish OHR as a member of the senior management team, and recognize its advisory role.

3. Steady progress continues to be made in the modernization of human resources management moving from mainly processing transactions to a service that supports and partners with Departments and Offices in planning and delivering their outputs. OHR is re-defining its vision and clarifying how it will support and add value to the Organization in the new results-based strategic framework. A greater focus will be placed on strategic workforce planning and active partnering with client areas. At the same time, further review is underway to identify high-volume transactional services that can be off-shored to the Shared Service Centre to be delivered as cost-effectively as possible.

4. The Human Resources Strategy for 2014-15 is being finalised in consultation with the senior management team. Its premise is that the knowledge, skills and commitment of employees constitute the Organization's most important asset, through which it can organize its work to help Member Nations achieve the set goals and objectives, individually at the national level, and collectively at the regional and global levels.

### **Overview of current major human resources initiatives (Competency Framework - Generic Job Profiles - Performance Management)**

5. Three inter-dependent initiatives are under way and should be completed by the end of 2013. These initiatives contribute to the establishment of a competency-based approach to recruitment and performance management, which recognizes the importance of hiring and managing staff on the basis of both technical skills and delivery of tangible work plan outputs, and equally important enabling competencies, such as management, teamwork and effective communication.

6. The central initiative is the finalization of the corporate competency framework, which comprises core values and competencies, as well as leadership competencies applicable to staff and positions at the P-5 level and above. The initial draft framework developed in 2011 is being revised to ensure alignment to the extent possible with the UN Secretariat framework. An implementation plan has been developed setting out how the competencies will be integrated and used in recruitment, job descriptions, performance management and learning and development functions.

7. The second project is the introduction of Generic Job Profiles (GJPs). As at September 2013, GJPs have been developed for more than two-thirds of FAO positions. The goal of this project is to establish standard post descriptions for groups of jobs with similar responsibilities to streamline and speed up the process of advertisement of vacant posts. The GJPs will include the competencies established in the new framework to ensure that all candidates are evaluated against these competencies.

8. The final project is the implementation of the competencies in the FAO performance management system (PEMS). As part of this project, and in response to a request from Senior Management, a review was undertaken of ways to streamline and strengthen the current PEMS process. The aim is to shift the focus from what is perceived as a time-consuming, administrative process to a stronger performance management tool, and to ensure that the new competencies can be easily integrated into PEMS.

9. As part of this exercise, the PEMS policy framework is being revised. Guidelines are under preparation to clarify the roles and responsibilities of both staff and managers in the performance evaluation process. Further work will be done to train and sensitize managers on their responsibilities and on the tools and policies available. A rebuttal procedure has been redrafted and internal consultations are on-going.

10. A key element of the PEMS policy framework is the establishment of a corporate mechanism to recognize high performance and address cases of underperformance. To this end, work is underway on a draft recognition and performance improvement policy, which should include a revised promotion policy. An initial draft policy prepared in 2012 by OHR underwent extensive internal consultations within the HR function and with the Legal Office and it is currently being reviewed. The policy and scheme should be introduced in the course of 2014, with a target implementation date of start 2015, following the completion of the 2014 annual appraisal review.

### **Update on initiatives highlighted by Finance Committee members**

11. At the 148th Session, Committee members specifically requested updates on several HR initiatives to be presented at its next session. These initiatives are: (i) reduction of recruitment time-frame; (ii) improvements in geographic and gender representation; (iii) the Junior Professional Programme; (iv) corporate mobility policy, and (v) revised delegations of authority to support decentralization efforts. As requested by the members of the Committee, information is also provided on the following additional topics: (a) the introduction of a Gender Policy; (b) plans to establish a strategic workforce planning capability in FAO; (c) further analysis on the appropriate GS:P ratio.

#### *Recruitment Time-Frame*

12. An initiative to reduce the lengthy timeframes to fill vacant posts, which has been a long-standing issue, is on-going. As part of this exercise, the appointment and selection processes have been reviewed. Streamlining measures are being considered whereby the OHR will play a more significant role in managing the recruitment process and human resources staff will be held responsible for the transparency and efficiency of the recruitment process, thus replacing the central Professional Staff Selection Committee. The new modalities are currently under preparation and will include the application of stringent deadlines which are expected to reduce the overall recruitment timeframe to a maximum of 120 days from the approval of the vacancy announcement to an offer of appointment being issued.

13. iRecruitment, which was introduced in October 2011 for the processing of professional vacancies in the Regular Programme, has played an important role in streamlining the recruitment process. An expansion plan is being implemented to advertise and process all vacant posts in iRecruitment by the end of 2013. This has the potential to greatly reduce the length of the pre-screening procedure from months to days.

14. A corporate roster at FAO is being put in place using the iRecruitment system, which will enable hiring units to identify potential candidates for both vacant posts and for assignments as Consultants or Subscribers to Personal Service Agreements. The Recruitment Roster is an important tool to streamline and expedite selection procedures by enabling fast and easy access to large pools of qualified candidates for targeted recruitment activities. It will also play an important role in implementing outreach activities to help the Organization meet its gender and geographic targets.

#### *Progress on geographic and gender representation*

15. The need to increase the number of equitably-represented countries continues to be a priority issue. While the paramount consideration in the appointment of staff remains the necessity to secure the highest standards of efficiency, competence and integrity, FAO's recruiting managers are encouraged to "pay due regard to the importance of selecting personnel recruited on as wide a geographical basis as is possible", in line with the spirit of Paragraph 3, Article VIII of the FAO Constitution. Annual geographic representation targets are set for each Department/Office and performance is monitored by OHR in close consultation with the Director-General.

16. The current FAO methodology for calculating the geographic distribution representation was adopted by the Conference at its 32nd Session in November 2003, and introduced in January 2004. The methodology includes three weighted base factors in the calculation, namely membership (40%), population (5%) and assessed contribution (55%). The new scale of assessment for 2014-2015, approved by the Conference in June will mean that the desirable range of equitable geographical representation of Member States will change. The new ranges based on revised contributions for the 2014-15 Biennium will take effect from 1 January, 2014.

17. At the same time, the geographic distribution reports will be amended to include only those staff members who currently encumber Regular Programme (RP) posts. In 2011, the total number of staff taken into account was increased to include those who had previously undergone a competitive selection process for an RP position but who had moved to a project, or certain special-funded positions, as well as staff seconded to external organizations or institutions who held return rights to RP posts. The amendment being introduced now is in line with the methodology originally approved by the Conference and used throughout the UN system.

18. Progress is still slow in achieving gender parity, with the ratio of female staff members in the Professional and Director categories increasing from 28% in 2006 to the current 36%. A Gender Equality Policy is being finalized, and it will introduce additional measures to support the Organization in reaching this target. A progress report on this initiative is provided below.

#### *Junior Professional Programme*

19. In 2011, the first cohort of 18 Junior Professionals (JPs) joined FAO on initial two year assignment terms, which ended at staggered intervals between the months of July and November 2013. Measures are being considered to facilitate retention of the JPs, including discussions with respective supervisors on the possibility of a third year extension, to be funded by the host unit. Offers of appointments have been sent to the second cohort of seven JPs, five of whom came on board in early September, while the two remaining will join the Organization in the coming weeks. Six JPs participated in a one-week orientation programme in Rome during the first week of September before assuming their duties in decentralized offices locations. The vacancy announcements for the 18 JPs who will form the third cohort are expected to be posted by the end of the year with anticipated entry on duty of all selected JPs by June 2014.

#### *Corporate Mobility Policy*

20. In 2013, the Office of Human Resources revised the draft policy, also with a view to simplifying the proposed schemes. These revised proposals were presented to the Director General and his senior management team, and shared with the staff representative bodies. Following these consultations, a final version has been prepared and submitted to the Director-General who has endorsed it.

21. The proposed mobility scheme has two components:

- A Temporary Mobility Assignments scheme that provides short-term geographic and within duty station assignments of up to eleven months duration. This scheme operates on a voluntary basis.
- A Geographic Mobile Assignments scheme that establishes a mechanism for geographic assignments for duration of more than one year. Internationally recruited staff members of the professional category, up to and including the D-1 level, are eligible for geographic mobility reassignments. This is a managed scheme, with an annual review exercise undertaken by human resources and a central mobility staffing committee. The concept of maximum period of assignments, based on the hardship classification level of duty stations is introduced, after which time staff members are required to apply for other positions in different duty stations. Posts will be reviewed and established as rotational or non-rotational; it is expected that 70% of posts will fall in the former category. Only staff who are encumbering a non-rotational post will be exempt from the managed geographic reassignment scheme.

22. Other important features of the scheme are that geographic mobility (within FAO or amongst UN Common System Organizations) is recognized as an important criterion in selection and promotion decisions, with at least one geographic mobile assignment mandatory for selection to positions at the P-5 level and above; and the active involvement of managers in promoting mobility and preparing biennial mobility plans as part of the staffing exercise for their Department or Office, with the support of OHR.

23. The policy should be implemented by the end of 2013 (a pilot within TC has started) and the first annual mobility review expected to be completed in the first half of 2014.

#### *Revised delegation of authority to support decentralization*

24. The review of the delegation of authority in the area of human resources continued. The approach adopted was influenced by the current decentralization process and focused on those decisions that could reasonably and more efficiently be taken by Heads of Departments and Regional Representatives. The review has also identified several current delegations that can be given to the lower level, in line with the principle of subsidiarity, in order to streamline and improve efficiency in the administrative work of the Organization. The delegated authorities are also being examined as part of the IPA Manual Project that should be completed by end 2013. Once the review is completed, delegation of authority on HR activities will be supported by the Regional SSC Offices or HR Officers in the Regional Offices, under the overall oversight of OHR.

#### *Gender Equality and Equity Policy*

25. As provided in the Human Resources Strategic Action Plan (DGB 2012/24), OHR has developed a draft policy entitled "Gender Parity and Equality in the FAO Workplace". This policy benefitted from internal consultation, including with two focus groups composed of professional staff from technical and non-technical departments. The policy reaffirms the cardinal principles, benefits and motivations to support and further gender equality and equity in the Organization. It also introduces a set of measures and guidelines to assist managers and staff at Headquarters and in decentralised offices to work towards achieving gender parity in numbers, as well as to establish an enabling environment for gender parity and gender equality. The issuance of this policy will further support the introduction of proactive measures to recruit more women at professional and higher levels and create more family-friendly policies. The policy is under final review by senior management and should be published by the end of 2013.

#### *Introduction of strategic workforce planning capability*

26. Workforce planning guidelines have been established for the first time which will form the basis for future strategic workforce planning. This exercise is an integral part of operational work planning and is an iterative process between strategic teams and technical departments. The current workforce planning exercise consists in identifying gaps in the workforce which may require changes in the skill mix.

27. The results of the workforce planning exercise will be used throughout the 2014-15 implementation cycle to guide human resources strategies in the areas of recruitment, mobility, learning and development, in order to ultimately generate the capacities and skills required by strategy teams and technical departments and offices.

#### *General Service to Professional Ratio*

28. The GS to P ratio in the Organization has decreased over the past decade. The GS to P ratio is currently higher in Decentralized Offices (1.7:1) than in Headquarters, where the number of P staff exceeded the number of GS staff for the first time in 2010, and currently stands at 626 GS staff to 723 P staff (ratio: 0.9:1).

29. Based on available data, as at December 2012, the GS:P ratio in FAO (circa 1.05:1, global figure including project staff) is within the lower range when compared to UN entities in general, as well as with Specialised Organizations of comparable size, such as UNESCO or WHO (variations of 1.1:1 to 1.7:1; global figures including project staff).

## Update on other HR initiatives

### *Learning Strategy*

30. A revised learning strategy has been developed and endorsed by the Director-General, focusing on five pillars: (i) building the capacity of staff in technical and programming matters, and managing for results; (ii) expanding the e-learning curriculum and frameworks; (iii) delivering corporate programmes from induction to retirement; (iv) supporting organizational effectiveness and promoting desired behaviours; and (v) developing the administrative, financial, operational capacity and computer skills of staff. Particular attention has been given to a more rational use of training funds, with all divisions and offices being invited to focus on priorities and tap into e-learning opportunities. Work is on-going to implement the strategy.

### *Revised Framework for recruitment of international Consultants and Subscribers to Personal Service Agreements*

31. A corporate framework has been developed for the recruitment of international Consultants and Subscribers to Personal Services Agreements (PSAs), incorporating guidelines for managers and the Shared Services Centre on the classification of assignments, establishment of categories of consultants/PSAs from junior to senior level including honoraria bands, and modernization of performance evaluations of non-staff to better reflect the results-based management approach of the Organization. The framework should be introduced for a trial period of one year once it has been endorsed. The relevant Manual Sections are being amended accordingly.

### *Streamlining / Standard Operating Procedures*

32. A project to define Standard Operating Procedures (SOP) in human resources processes is underway since early August 2013, with particular focus on the services delivered by the SSC Hubs. This initiative, led by OHR in headquarters, involves key representatives from human resources teams in Regional offices, supported by experts in process design. The approach foresees a core team of process experts from the SSC Hubs to review and streamline existing procedures with opportunities to adopt best practices from regional experience and apply them across the organization as appropriate. The output of this exercise will be a standardized approach to human resources processes, that will be extended in 2014 to cover other key areas of human resources operations such as recruitment and performance management. Key benefits include more consistent and transparent human resources processes, facilitating the induction and rotation of staff between the different functional areas.

### *ERP- HR data quality*

33. A series of initiatives are being taken forward to extend access to human resources data to organizational stakeholders across Departments, Regional and Decentralized Offices. The data on FAO's workforce is now more complete, due to the global deployment of GRMS concluded in June 2013. Much work is underway to monitor and improve the quality and reliability of the data. Dashboards are being defined to make available to Programme managers/Department heads, improved information on the workforce profile and key indicators to assist them to better plan and forecast their current and future workforce needs.

### *Medical Insurance Coverage*

34. OHR is actively partnering with other Rome-based agencies to review the current schemes and related contracts for provision of medical and non-medical insurance services with the goal of releasing a multiple tender for these services as soon as possible. This has the potential to contain the costs of insurance for a number of medical and non-medical insurance services through economies of scale and streamlined provider management as well as to show our new role as business partner for the organization.

## ANNEX - FC 151/11

### IMPLEMENTATION OF THE 2012-13 HUMAN RESOURCES STRATEGIC FRAMEWORK AND ACTION PLAN

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

#### HR Organizational Outputs

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

## Progress Reporting

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

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

### Colour-coded reporting system

The initiative has been **completed**

Progress towards implementation is **on track**

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

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

Activity **not yet underway**



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

Overview

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

Achievements in 2010/11

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

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

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>1.2. Revised policy on geographic representation.</b>			
▪ Publish 2011 year-end report	Report published	May 2012	Published March 2012
▪ Establish departmental targets	Increased proportion of equitably-represented countries	Dec 2013	
<b>1.3. Junior Professionals Programme (JPP).</b>			
▪ Select second cohort of JPs and place mainly in Decentralized Offices	JPs selected and appointed -Sept 2013	Sept 2012	Sept 2013
▪ Second cohort joins FAO	Recruitment process finalized and JPs on board – Sept 2013	Dec 2012	Sept 2013
▪ Recruit third cohort of JPs (EOD scheduled for Jan 2014)	Recruitment process finalized within the revised target time-frame	Oct 2013	Moved to Q2 2014
<b>1.4. Progress towards corporate geographic mobility targets.</b>			
▪ Promote new mobility programme and monitor targets	100_geographic moves in 2012/13	End 2013	
<b>1.5. Recruitment systems</b>			
▪ Extend iRecruitment system beyond RP-funded posts	Positions included in system	End 2012	Revised to end 2013
▪ Revamp employment website to be uniform, inter-active and include portal	Launch of new employment website	April 2012	
<b>1.6. Incorporation of competencies in recruitment and staffing processes.</b>			
▪ Make changes to recruitment and staffing guidelines to incorporate competencies	Revised guidelines published	Mid 2013	Revised to Q4 2013
▪ Train all HR panel members on competency-based interviewing techniques	All panelists trained	End 2013	

<b>2. An FAO competency framework provides a corporate context for job design, recruitment, performance management, and learning and development.</b>			
<u>Overview</u> The aim of this Organizational Output is to create and implement a revised corporate competency framework that will be integrated across all HR functions and support recruitment, assignment, performance management and learning and development for staff at all grades and in all Departments and Offices. The competency framework will define the behaviours and soft skills that people need to be effective in their jobs.			
<u>Achievements in 2010/11</u>			
<ul style="list-style-type: none"> <li>▪ Completion of phase I of the project – development of the Framework (December 2011), incorporating feedback from a range of stakeholder groups. Note - <b>This initiative was not completed on time and is still on-going with a revised target date of end 2013. As a result the activities listed below and linked to the adoption of the competency framework have all been delayed</b></li> <li>▪ PEMS implemented as a two-year pilot in 2010/11 for staff on fixed-term and continuing contracts.</li> <li>▪ PEMS Training Programme delivered throughout the Organization - Process training, behavioural training to support the performance process, and face-to-face or virtual Quality Review Sessions.</li> </ul> <p>PEMS online system launched in time for the 2010 PEMS cycle, enabling the corporate monitoring of data input and participation rates</p>			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>2.1. Link the Competency Framework to HR processes: workforce planning, recruitment, performance management and learning and development.</b>			
▪ Map competencies to generic job profiles (GJPs)	Competencies mapped to all GJPs	End 2012	Revised to end 2013
▪ Integrate Competency Framework across all HR functions	Full integration and utilization of Framework in all HR processes	End 2013	Revised to 2014
<b>2.2 Establish PEMS as an official record of staff performance with appropriate linkages to administrative actions, Rewards, Recognition and Sanctions policy and a Rebuttal process.</b>			
▪ Establish a framework for PEMS to support the monitoring of the overall implementation throughout the Organization	PEMS framework established	Mid 2013	Revised to end 2013
▪ Implement policies on the administrative actions, Rewards, Recognition and Sanctions linked to the PEMS process and a Rebuttal process.	Policies are implemented with linkages to the PEMS process	Mid 2013	Revised to 2014

<b>3. HR policies support organizational objectives and incorporate best practice in UN and HR management.</b>			
<u>Overview</u> This Organizational Output aims to develop, implement and review HR policies and related policies and procedures which ensure consistency, transparency and fairness in staff recruitment, management and terms and conditions of service, align with UN common system standards, and reflect best practice in HR management.			
<u>Achievements in 2010/11</u>			
<ul style="list-style-type: none"> <li>▪ Interim guidelines on long-term/ temporary mobility implemented 2010. Revised mobility policy developed by internal task force - submitted May 2011.</li> <li>▪ HR Gender Action Plan developed and issued in June 2012 following DG endorsement.</li> <li>▪ Proposals for the revision of the flexible working arrangements policy developed and submitted to the HRC in October 2011.</li> <li>▪ Policy on the use of retirees introduced April 2010.</li> <li>▪ Draft guidelines on classification and remuneration of NSHR submitted to senior management for review and clearance in December 2011.</li> </ul>			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>3.1. An incentive-based mobility policy in HQ and between HQ and Decentralized Offices is established and inter-agency mobility facilitated.</b>			
<ul style="list-style-type: none"> <li>▪ Revise and finalize rotation policy based on feedback received and submit for endorsement</li> </ul>	Policy finalized. Following final consultations will be published.	Revised to Sep/Oct. 2013	Policy endorsed by the DG – final consultation on going
<ul style="list-style-type: none"> <li>▪ Develop complementary procedures and guidelines to support policy</li> </ul>	Procedures and guidelines finalized	Revised to Sept /Oct 2013	Completed – final consultation on-going
<b>3.2. Adoption of rewards, recognition and underperformance policy, linked to PEMS.</b>			
<ul style="list-style-type: none"> <li>▪ Develop and submit draft policy for comment</li> </ul>	First Policy submitted for review and comment in 2012/2013	April 2014	Revised to Q2 2014
<ul style="list-style-type: none"> <li>▪ Complete internal consultations with management and Staff Representative Bodies; amend/finalize draft and submit for endorsement</li> </ul>	Finalized policy submitted	Sept 2012	Revised to Q3 2014

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>3.3. HR Gender Action Plan and policy for gender equality are established.</b>			
<ul style="list-style-type: none"> <li>▪ Develop gender equality policy to support the HR Gender Action Plan</li> </ul>	Policy finalized and published.	Q3 2013	Revised to Q4 2013 under final management review
<b>3.4. Develop, implement and review further HR policies.</b>			
<ul style="list-style-type: none"> <li>▪ Develop draft proposal for revision to flexible working arrangements policy</li> </ul>	Draft finalized	March 2012	OHR proposal submitted – not endorsed
<ul style="list-style-type: none"> <li>▪ Review policy on employment of retirees (2 years after policy introduction), develop recommendations and submit for endorsement</li> </ul>	Recommendations endorsed	June 2012	Endorsed Sept. 2012
<ul style="list-style-type: none"> <li>▪ Review Junior Professionals and Internship programmes (introduced 2010)</li> </ul>	Reviews completed and recommendations submitted	End 2013	Consultations on-going
<ul style="list-style-type: none"> <li>▪ Review and revise HR policies to ensure alignment with new corporate Competency Framework once endorsed</li> </ul>	Pending adoption of framework – target will need to be revised accordingly to 2014	End 2013	
<b>3.5. Streamlining initiatives.</b>			
<ul style="list-style-type: none"> <li>▪ Review NSHR contractual modalities and develop recommendations</li> </ul>	Review finalized and recommendations implemented	End 2013	Final Framework with ODG for endorsement
<ul style="list-style-type: none"> <li>▪ Conduct critical review of HR delegations and develop proposal for amendments</li> </ul>	Proposals developed and submitted  Further review on going as part of IPA Manual Project	March 2012  End 2013	Final consultation process
<b>3.6. Prevention of Harassment policy revised and elearning course on the prevention of harassment issued.</b>			
<ul style="list-style-type: none"> <li>▪ Draft revised policy and submit to stakeholders for comment; update elearning courses and make available online</li> </ul>	Responsibility for this activity has moved to LEG		
<b>3.7. Policy developed on the Protection of Personal Data and Privacy Issues</b>			

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

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

▪ Enhance the growing ECP support network in Decentralized Offices	Increased numbers in network	End 2013	End 2012: 198 in network
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**5. Enhancements to social security, payroll, pension and medical insurance services are introduced to ensure that optimal and timely support is provided to FAO staff and those of other Rome-based UN agencies, as well as other international organizations.**

Overview

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

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

Achievements in 2010/11

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

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

<b>6. Effective organizational design and workforce planning in FAO is instituted.</b>			
<u>Overview</u> This Organizational Output aims to develop a workforce planning framework in line with FAO's Strategic Objectives to support HR planning and develop comprehensive Generic Job Profiles (GJPs) to support organizational design, workforce planning and staffing processes.			
<u>Achievements in 2010/11</u>			
<ul style="list-style-type: none"> <li>Comprehensive review of over 4000 active positions and 1000 job titles for the Professional and higher level categories with a view to significantly reduce and harmonize similar job descriptions.</li> </ul>			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>6.1. Establishment and implementation of generic job profiles.</b>			
<ul style="list-style-type: none"> <li>Revise and harmonize job titles for GS and P category following comprehensive mapping and grouping of job families</li> </ul>	Revision of job titles completed	June 2012	
<ul style="list-style-type: none"> <li>Develop GJPs within relevant job families for GS, P and D positions in consultation with stakeholders and incorporating new FAO competencies</li> </ul>	GJPs for all categories finalized	End 2012	Revised target end 2013
<ul style="list-style-type: none"> <li>Adapt Oracle HRMS modules to accommodate GJPs</li> </ul>	Electronic repository tool for searching and filing established	Jan 2013	
<ul style="list-style-type: none"> <li>IPA Action 3.71 Introduce dual grading for P5/D1 and D1/D2 - This action was assigned a "parked" status for consideration by the incoming Director OHR by the end of 2013.</li> </ul>	Following further review, it has been determined not to introduce the option of introducing dual grading at senior levels. Dual grading has not been adopted in the UN Common System for well-documented reasons; its introduction would be extremely complex in the light of the ICSC post classification system and the rank-in-grade approach in FAO.	Dec 2013	Closed

<b>6.2. Develop a workforce planning framework</b>			
▪ Develop conceptual workforce planning framework	Framework developed	June 2012	Framework endorsed August 2013
▪ Implement reporting and monitoring mechanisms to support supply and demand analysis	Mechanisms in place	Jan 2013	Revised to end 2013
▪ Undertake gap analysis, with outcomes feeding major HR functions, e.g. recruitment, learning and development, mobility and reassignment	Gap analysis completed	Jan 2014	