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# FINANCE COMMITTEE

**Hundred and Fifty-fourth Session**

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

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### EXECUTIVE SUMMARY

- At its 151th Session in November 2013, the Committee was provided with a comprehensive progress report on the implementation of the 2012-13 Human Resources Strategic Framework and Action Plan.
- Since November 2013, significant progress has been made on a number of human resources initiatives, as detailed in the present progress report, and a new Human Resources Strategy has been developed (Annex 1)
- As requested by the Committee, a regional update on human resources is also provided.

### GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of progress on human resources initiatives, of the current Human Resources Strategy and of the updated Human Resources Action Plan.

#### Draft Advice

- **The Committee took note of progress on human resources initiatives and of the regional update on human resources as requested at its 151st Session in November 2013.**
- **The Committee took note of the current Human Resources Strategy and of the updated Human Resources Action Plan.**

1. Since the 151th Session of the Finance Committee in November 2013, significant progress has been made on a number of human resources initiatives. A summary of achievements is presented below.
2. The current Human Resources Strategy and an updated Human Resources Action Plan are attached to this report as Annexes 1 and 2. The Action Plan includes initiatives begun in 2012-13 and new initiatives provided for under the current Human Resources Strategy.

### **Human Resources Strategy**

3. The Organization's vision for human resources management, and major initiatives aimed at achieving HR objectives and goals are described in the Human Resources Strategy that is attached as Annex 1. The Human Resources Strategy will guide the work of the Organization in relation to human resources management over the next three years. The premise of the strategy is that the knowledge, skills and commitment of employees constitute the Organization's most important asset. An effective and efficient human resources management is key to supporting managers, individual employees and the Organization as a whole in attaining its Strategic Objectives and delivering FAO's mandate.

### **Overview of current human resources initiatives**

#### *Competency Framework - Generic Job Profiles - Performance Management*

4. These three interlinked initiatives have been or are being completed. 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.
5. The central initiative is the corporate competency framework that was revised through extensive input from staff in 2013 and introduced in the Organization at the start of 2014. The framework comprises three values; five core competencies applicable to all staff up to and including the P4 level; and six leadership competencies applicable at the P-5 level and above. The framework is being integrated in all core HR processes and functions. Competency-based interviewing is currently being introduced as part of the recruitment process for internationally recruited staff members in the professional category, and human resources staff in headquarters and the regions have already been trained to support the departmental and regional professional selection panels. The revised competencies have also been included in the individual FAO performance management system (PEMS) of staff members as of the 2014 performance cycle and staff can identify learning opportunities by competencies in the learning@fao.org platform.
6. An intranet site is available which guides staff in how to apply the competencies, and video conferences and information sessions have been held across the Organization. Further materials will be developed throughout 2014, such as booklets with tips for developing competencies as well as examples from staff of how they apply them in their work.
7. The second project is the introduction of Generic Job Profiles (GJPs). As at March 2014, GJPs have been developed for circa 80% of general service posts and 60% of professional posts. The goal of this project is to establish standard post descriptions for groups of jobs with similar responsibilities to simplify and shorten the process of advertisement of vacant posts. Competencies are systematically included in the GJPs and in the vacancy announcements and all candidates will therefore be assessed against these. Internal guidelines have been developed to provide an overview of the purpose, definitions and procedures proposed for the introduction of GJPs as a basis for effective Human Resources Management at FAO.
8. The revision of the PEMS policy framework is being finalised. Guidelines to clarify the roles and responsibilities of both staff and managers in the performance evaluation process have been drafted and are under final review. As noted above, the competencies have been included in the individual PEMS of staff, thereby ensuring that all staff members are evaluated against the exact same

set of competencies. Furthermore, and as requested by senior management, the PEMS process is currently being reviewed, taking into account best practices within and outside the United Nations Common System. A rebuttal procedure has been redrafted and internal consultations completed. The procedure is expected to be issued in the second quarter of 2014, and the rebuttal process will be in place by the end of 2014.

9. A corporate mechanism to recognise high-performance and address under-performance is a fundamental element of the PEMS policy framework. Work is underway on a draft recognition and performance improvement policy, as well as on a promotion policy. As previously indicated, these policies 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.

#### *Appointment and Selection Procedures*

10. The selection and appointment procedure for international professional staff in regular budget funded positions has been changed. Human Resources will have a more active role under the revised selection process, providing additional value to the hiring manager at every step of the process. The adoption of the systematic use of competency-based interviews, as well as more consistent use of tests and reference checks, will improve the quality and transparency of the selection decisions. These revised procedures, under which the central selection committee has been abolished and replaced by departmental and regional selection committees, should also significantly reduce the timeframes to fill vacant posts. The overall recruitment timeframe is expected to be reduced to a maximum of 120 days from the approval of the vacancy announcement to the final selection decision. The selection and appointment procedures for national professional staff are currently being reviewed and guidelines will be issued shortly. The appointment and selection process for staff members in the general service category, including the temporary assistance pool in Headquarters, will also be examined during the on-going biennium.

11. In this regard, the Rome-based Agencies (RBAs), i.e. FAO, IFAD and WFP, will shortly enter into a framework agreement to (i) establish a Central Roster for the recruitment of temporary/short-term staff in the General Service category for the three RBAs and (ii) to open vacancies for regular positions in the General Service category in each of the Rome based agencies for application to all General Service staff of the RBAs. This will greatly facilitate movement of the staff between the RBAs, as staff members will be eligible to apply for internally advertised positions in all three RBAs, and thereby increase the opportunities for career development of the staff.

12. 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 and reducing the length of the pre-screening procedure. Vacant senior-level posts (D1 and above) are now processed through iRecruitment, as well as applications of consultants and subscribers to personal service agreements.

13. A corporate Recruitment Roster is being put in place at FAO using the iRecruitment system, enabling access to large pools of qualified candidates for targeted recruitment activities and will play an important role in implementing outreach activities to help the Organization meet its gender and geographic targets for staff. The Non-Staff Recruitment Roster will also assist hiring units to identify potential candidates for assignments as Consultants or Subscribers to Personal Service Agreements. FAO will also establish and maintain a specialized function-oriented roster (of pre-endorsed candidates to quickly meet the diverse needs in resources and skills of the Organization. The FAO roster functionality is being developed using the existing FAO corporate systems and technology. Modification of the existing software was initiated in December 2013 and final system changes, incorporating feedback from the initial round of user testing in February/March, have been finalized. Acceptance testing of final revisions and user sign-off is planned for early April 2014. This phase will be followed by a live Pilot and a systematic training and deployment to FAO offices during the remainder of 2014.

14. System enhancements and a new screening methodology has been introduced in order to enhance the FAO Global Emergency Response Rosters, which provides surge support for UN Level 3

emergencies. Preparatory activities for the Emergency Response Roster Pilot began in January 2014, with published Calls for Applications from internal staff and external candidates. Screening, interviewing, and verification of candidates is ongoing.

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

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. The Scale of Contributions for 2014-2015, approved by the Conference in June 2013 impacted the desirable range of equitable geographical representation of Member States; these new ranges took effect from 1 January 2014. Several outreach activities in the area of recruitment are being launched to also address the geographic representation, as explained under the section on "Regional Updates on Human Resources" below.

16. Efforts over the past years have resulted in the steady increase of women at an overall base. Previous Medium Term Plan (2010-2013) corporate gender targets (Professional 38%, Director and above 20%) have been fulfilled or even exceeded as at 1 March 2014: in professional posts at headquarters to 43 percent as at 1 March 2014 and an increase in all locations to 38 percent; and an increase of women at Director level and above to 21.4%. A set of measures and guidelines to assist managers and staff towards achieving gender parity is being finalized.

#### *Junior Professional Programme*

17. In 2011, the first cohort of 18 Junior Professionals (JPs) joined FAO on initial two year assignment terms, and six additional JPs joined the Organization in the last quarter of 2013. The vacancy announcements for the 19 JPs who will form the third cohort were posted in December 2013, with anticipated entry on duty of all selected JPs by June 2014. Measures to facilitate the retention of JPs continue to be explored. To date, from the 18 JPs hired under the first cohort, 14 have been retained and are funded by the host units (i.e. 8 JPs under a fixed term contract and 6 employed under non staff human resources contracts).

#### *Corporate Mobility Policy*

18. A Corporate Mobility Policy was introduced in December 2013. The Corporate Mobility Scheme provides for temporary mobile postings, as well as long-term geographic reassignments for a duration of one year or more. Geographic reassignment is mandatory for all international professional staff members who are against a post classified as rotational. A post is qualified rotational, based on its nature and functions and on the availability of the same or similar posts in different duty stations and offices of the Organization. The classification exercise of rotational positions has begun; as at the start of April out of 1345 posts (total number of international professional posts reviewed in accordance with the criteria determined in the policy) 538 had been designated as rotational.

19. The reassignment scheme is managed by the Office of Human Resources through a yearly mobility exercise supported by a central mobility staffing committee. One of the functions of this committee is to establish the target number of geographic reassignments to be undertaken each year based on different factors such as the changing needs of the organization, the regional priorities, as well as available funding.

20. Other key 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 and that managers are expected to be actively involved in promoting mobility and preparing biennial mobility plans as part of the staffing exercise for their Department or Office, with the support of HR.

### *Introduction of strategic workforce planning capability*

21. The workforce planning guidelines have been applied for the first time in the preparation of the 2014-15 plan. The current workforce planning exercise consists in identifying gaps in the workforce which may require changes in the skill mix. 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.

### *Learning Strategy*

22. Particular attention has been given to a more rational use of staff development and learning funds and strengthening the associated planning function. Cost-effective virtual delivery and e-learning components are being introduced into corporate programmes, where possible, and all offices are being encouraged to carefully plan and identify priorities and avail e-learning opportunities.

23. A revised learning strategy was developed in 2013 and implementation is addressing the following key goals:

- (i) building the capacity of staff in technical and programming matters, and managing for results: a number of programmes which target FAORs are currently under development including the areas of resource mobilization, project cycle and programming principles as well as plans for updating a managing for development results curriculum;
- (ii) expanding the e-learning curriculum and frameworks: the outreach to decentralized offices has been given particular attention, thus seeing an increase of course completion and increased awareness of learning opportunities by employees at all locations;
- (iii) delivering corporate programmes from induction to retirement: programmes are ongoing with a particular focus this year on multilingualism to ensure that professional staff possess appropriate level of knowledge of at least two official languages;
- (iv) delivering corporate programmes from induction to retirement: programmes are ongoing with a particular focus this year on the testing and acquisition of a second language for professional staff;
- (v) supporting organizational effectiveness and promoting desired behaviours; competency development programmes are given high priority to ensure that all employees have access to learning opportunities to sustain and develop FAO competencies. Management and leadership continues to be a high priority with a particular focus on managing teams and staff effectively and competency development programmes are available for GS staff;
- (vi) developing the administrative, financial, and operational capacity of employees: e-learning programmes are under development as a priority in 2014 in the areas of administration, finance and operational and will be made available.

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

24. Policies and procedures on the servicing of non-staff human resources (NSHR), namely consultants and subscribers under personal service agreements, were revised and amended Manual Sections along with comprehensive guidelines were issued at the end of 2013. The revised provisions and guidelines cover all aspects of NSHR, including needs identification and assignment creation, selection, remuneration and evaluation upon completion of assignment. NSHR represent a large proportion of FAO's workforce and this initiative provides a more consistent and transparent approach in the use and servicing of these employees across the Organization. The framework has been introduced for a trial period of one year, after which it will be reviewed based on feedback from internal stakeholders..

### *Streamlining and Increased Efficiency*

#### *(i) HR Servicing - Standard Operating Procedures*

25. In the last quarter of 2013, a project was conducted to establish Standard Operating Procedures for those services delivered by the SSC offices in three locations Budapest, Santiago and Bangkok. Several workshops were held involving key HR staff from the Regional offices to review existing processes and opportunities for improvement and streamlining. The outcome was that 123 procedures (standardized across regions) have been defined and documented, and are now available on-line to staff working in the SSC offices globally to be used both for reference and as training material for newcomers. Of the 195 opportunities for improvement identified, all are in the process of being implemented .

26. The initiative is being pursued and will be extended in 2014 to cover other key areas of human resources operations such as recruitment and performance management. Some benefits of this project are more consistent and transparent human resources processes and facilitating the induction and rotation of staff.

#### *(ii) Payroll and Social Security Benefits Servicing*

27. Since November 2012, all NSHR are paid automatically through the payroll subject to an on-line certification, in lieu of the previous procedures requiring manual processing of payments for each individual. This change has generated significant improvements in terms of accuracy in payments as well as the correct recording of HR and financial data.

28. GRMS is closed for processing to users during the payroll run to avoid errors in final pay statuses. After careful analysis and optimization of all the processes involved, the length of the freeze due to the payroll run has been reduced from seven to three days, thereby increasing the productivity and efficiency of HR servicing.

29. OHR has successfully completed a project to automatically provide GRMS pension related HR and financial data to a new system being released by UNJSPF. This automatic linkage will enhance the quality and timeliness of information available to participants and accelerate the processing of pension benefits. FAO is the first Organization in the UN-system to implement this new interface.

30. OHR, in close collaboration with the Medical Unit and CIO, is pursuing the migration of the information system used to record medical and social security data of FAO, WFP and IFAD staff and retirees. This project will provide a series of automated tools including “self-service” facilities for participants to file electronically Service Incurred claims. This will reduce the number of manual transactions and accelerate settlement of claims.

#### *ERP- HR data quality*

31. Initiatives are pursued 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 and efforts continue to improve the quality and reliability of the data. An executive HR dashboard is being piloted and will be made available to senior management in the second quarter of 2014. This will enable departments and regional offices to better plan and monitor their HR needs. In addition, a set of standard HR reports is being defined and these will be made available to staff working in HR across regions and to Managers and Department heads to facilitate their analysis of the workforce and future needs (e.g. succession planning, gender/geographic distribution etc.).

#### *Medical Insurance Coverage*

32. 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.

33. The Social Security Group is participating in the review and design of processes to address the management of some additional 3,400 WFP local staff, and potentially 5,000 WFP consultants, currently managed by UNDP to be transferred under the FAO/WFP Staff Pension Committee umbrella. This move could contain the costs for a number of pension/medical and non-medical services through economies of scale.

### **Regional Updates on Human Resources**

34. Our new mobility policy sets a base for a very intense and close cooperation between HQ and regions. To make this approach operational the Mobility Staffing Committee meets on a quarterly basis and consists of representatives from all our FAO regions. Regions will be very closely involved in all staffing decisions at an early time and are closely involved in developing and setting up a yearly mobility plan in line with their yearly HR planning exercise.

35. One of our further initiatives at HR of having a closer cooperation between HQ and regions and early involvement of regional expertise was to integrate the knowledge and processes from our DOs into our new Standard Operating Procedures where we agreed and documented the SSC HR-related, RAP and RLC processes and where we identified a number of opportunities for process-improvement in regions and at HQ.

36. Not only at this occasion we proceeded with a closer involvement of our regions – but as well on a number of other HR related topics we fostered decentralization and knowledge transfer:

- competency management by close cooperation with regional focus groups
- Generic job Profiles
- Learning @FAO and all the opportunities deriving from widened online learning approach offering the ability to boost knowledge at any remote place in the world.

37. At its 151st Session in November 2013, Committee Members requested regional updates on human resources for which detailed data is provided in the HR data pack. Special initiatives in the area of recruitment are also being launched to address the issue of geographical and regional representation, some of which are described below.

38. OHR is implementing several outreach activities and will carry out targeted recruitment campaigns, taking into account the operational requirements of the Organization and the need to attract qualified and skilled candidates from all regions, in particular from non- and under-represented countries. For example, OHR has purchased subscriptions to LinkedIn, Development aid and Devex to widely distribute vacancies as well as to have access to available databases of qualified professionals. As evidenced with the recent JP recruitment drive for the third cohort, the advertisement of the posts on LinkedIn combined with a proactive outreach to suitable applicants from non- and underrepresented countries, generated a 350% increase in the number of applications in comparison to the two previous cohorts of JPPs.

39. OHR is also analysing user profiles of the FAO employment site to understand who is applying and what can be done to increase our audience in non- and under-represented countries. Research will be undertaken to have a better insight of the national labour markets, potential competing employers in the country (e.g. NGOs), the tertiary educational institutions and areas of specialization in the country that the Organization could target. In addition, regular meetings with the HR Officers in the regional offices will be arranged to understand the labour markets trends and effective sourcing strategies from the regions.

## **ICSC Review of United Nations Common System Compensation Package/United Nations General Assembly decisions**

40. It will be recalled that at its 38th Session the Conference recognized the importance of efforts to reduce increases in staff costs of the Organization, that most of FAO staff benefits and entitlements were determined under the United Nations Common System and were approved by the International Civil Service Commission (ICSC) and/or the United Nations General Assembly in New York. The Conference appealed to the ICSC and the General Assembly, and likewise urged the Director-General to make a similar appeal, to consider the need for greater vigilance with regard to increases in staff costs across the Common System.

41. The Director-General then wrote to the Chairman of the ICSC and the Secretary-General in follow up to the Conference conclusion.

42. The comprehensive review of the UN common system package is on-going (ref. FC 151/12 paragraphs 19 to 32). The United Nations General Assembly (UNGA) welcomed the review and its stated objectives and requested that all elements of the compensation package, monetary and non-monetary, be included in the review. The UNGA also requested that the International Civil Service Commission (ICSC) not increase any of the allowances under its purview until the comprehensive review of the compensation package is completed and submitted to the General Assembly for review. The UNGA also welcomed the decision of the ICSC not to increase the post adjustment in New York in 2014 in view of the elevated level of the margin, that is the relationship between the net remuneration of the United Nations staff in the Professional and higher level categories in New York (i.e. base city for the UN post adjustment system) and that of the comparator civil service employees in Washington D.C. (ref. UNGA Resolution A/RES/68/253 of 27 December 2013). In accordance with article 54 (b) of the Regulations of the UN Joint Staff Pension Fund, the scale of pensionable remuneration for the Professional staff will remain unchanged due to the freeze on the net remuneration for New York.

43. The impact of the above measures are estimated potential savings of USD 1.4 million over the 2014-15 biennium (Regular Programme) due to the cancellation of budgeted increases for pensionable remuneration effective 1 August 2014 (USD 1.1 million) and dependency allowance effective 1 January 2015 (USD 0.3 million) both for staff in the professional and higher categories.

44. In addition to the above, a 3 percent increase (USD 0.4 million) has been budgeted for the Education Grant, effective 2015, which may also not be implemented in the course of the biennium.

45. Other potential effects resulting from the freeze of the Post Adjustment of New York remain to be determined. In order to maintain purchasing power parity of salaries of UN common system professional staff worldwide, the Post Adjustment Indices (PAIs) of all duty stations are being scaled back by the same extent as New York (1.96%).

46. A detailed report on the above items and on the progress made on the ICSC comprehensive review will be provided at the 155th Session of the Finance Committee.

### **Redeployment Process**

47. Redeployment task forces were established to address the impact of post abolitions identified as part of the savings requested by the 38th Session of the FAO Conference in June 2013.

48. The General Service redeployment exercise finished in October 2013 with all cases being re-assigned internally or leaving on agreed separation. The professional redeployment exercise concluded in March 2014 with all but a few cases concerned resolved either by mutually agreed separation or reassignment.

49. While the redeployment exercises were concluded, it is clear that the processes absorbed significant time and resources, and there is a need to reduce the related cost to the Organization in addition to that of the separations and reassignments themselves. A review is underway to

draw lessons from this exercise so that that processes can be more efficient and cost-effective in the future, in particular looking at the role of the task forces, staff representative bodies and management.

## Human Resources Strategy

### 1. Context

FAO's vision is "A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner". The premise of this Human Resources Strategy 2014-16 is that the knowledge, skills and commitment of employees constitute the most important asset, through which FAO can organize its work to help Member Nations achieve these goals individually at the national level, and collectively at the regional and global levels. Accordingly, effective and efficient human resources management is central to the way FAO undertakes its work and delivers its mandate.

Like many international organizations, FAO is currently operating in an environment of substantial global change. Rapidly evolving technologies and changing demographics also significantly impact the methods and tools required by FAO to effectively manage its workforce.

This Human Resources strategy has also been shaped by four major internal drivers of change. The first is the new FAO Strategic Framework with its focus on five new Strategic Objectives, supported by cross-cutting themes and Functional Objectives, towards which FAO will concentrate its energies in the short and medium-term. The second is the thrust towards greater decentralization of resources and responsibilities and the accompanying need to relocate staff to areas of greatest priority in line with the Strategic Framework and mobility objectives. The third is the prevailing challenge of doing more with less – ensuring that FAO goals and objectives are met as cost-efficiently and effectively as possible within tight prevailing budgetary constraints. Finally, there is the challenge – and opportunity – created by a skewed workforce demographic, in which a number of senior staff will soon be reaching retirement age, enabling FAO to realign its workforce in terms of nationality, age and gender representation.

### 2. HR in FAO – our starting point

Significant strides have been made during the past two biennia to transform HR from what was primarily a transactional, operational function into a more strategic business partner, aligned with and supporting the business of FAO. A major change was the establishment of the Shared Services Centre in Budapest and its two regional hubs in Bangkok and Santiago to concentrate delivery of the more transactional aspects of HR servicing in more cost-effective centres. In the current biennium, this was followed by the establishment of HR Business Partner positions in four of the FAO Regional Offices with the aim of providing regional staff and their managers with a first "port-of-call" to provide advice and help resolve straight-forward and more complex staffing issues.

Notwithstanding these efforts to decentralize some aspects of HR management, the function is still perceived as being overly HQ-centric and hampered by bureaucratic, administrative processes that impede effective and efficient service delivery and limit client responsiveness. In some cases, there is also a perception of lack of transparency and consistency in providing appropriate benefits and

entitlements to staff. Such constraints – real and perceived – limit the effectiveness of the HR division and erode time and energy from the roles it could and should perform in FAO. These include examining the values, skills and competencies needed of staff, aligning resources with organizational objectives and priorities, ensuring an enabling work environment, developing and implementing clear and transparent policies and rules, and supporting individuals to achieve professional and career goals, to name a few.

Transitioning the HR function to a more transformational entity also requires an HR workforce with a broad knowledge base, a balance between HR generalists and specialists, a revised organizational structure within the division to facilitate a collegiate and less task-driven approach and effective HR systems, able to generate accurate, up-to-date workforce reports at both corporate and unit level.

### **3. HR in FAO – where should we be**

The current HR strategy is informed by a number of pressing themes and challenges, raised consistently by Member States, Managers, Staff and Staff Representative Bodies across the organization. Issues which HR is repeatedly called upon to consider include the following:

- (i) The optimal balance between injecting new talent (from outside) and promoting from within.
- (ii) Meeting the objectives of merit, geographic representation, and gender equality.
- (iii) Ensuring and optimizing knowledge retention and transfer in a highly dynamic organization.
- (iv) The optimal balance between staff and non-staff resources to contain staff costs without unfairly eroding benefits.
- (v) Fairness, consistency and transparency in recruitment and staffing decisions.
- (vi) A respectful work environment, free from harassment and discrimination.
- (vii) Creating, maintaining, and, where necessary, enforcing a consistent benchmark of what is expected of staff and managers.
- (viii) Developing and supporting our global workforce to achieve professional and career objectives.

These are not questions that HR can resolve in isolation. The profile of the workforce, staff deployment, and balance between staff and non-staff resources are driven by a number of factors, not least the strategic vision and goals of the organization and decisions made at UN Common System level. What is important is that the HR division is recognized as an accepted and valued partner in all decision making relating to staff recruitment, deployment and welfare and that it operates as a strategic, responsive business partner, closely in touch with client needs. This requires, *inter alia*, a motivated, professional HR team, skilled in all areas of HR; modern information systems, generating up-to-date workforce reports; streamlined HR processes; and the development and implementation of policies and processes aligned with UN Common System resolutions and best practice.

### **4. HR objectives and goals**

In light of the context outlined above and input provided from multiple internal stakeholders, the HR division has defined three goals to guide its work programme for the forthcoming three years:

- A. Ensure that HR policies and procedures support recruitment of a diverse, skilled workforce and their effective deployment in line with changing strategic priorities.
- B. Create an enabling work environment, free from harassment and discrimination and sensitive to diversity, which supports staff in meeting professional and career development objectives and reflects best practice in performance management.
- C. Establish streamlined, cost-effective processes that enable HR to deliver high-quality, tailored services to clients across the organization.

These goals, each of which is supported by a number of defined initiatives, recognize that the FAO workforce comprises a broad spectrum of staff and non-staff personnel engaged under a variety of contractual instruments. Although terms and conditions of employment differ, acceptance of diversity, expectations of a positive working environment and access to learning opportunities that support professional and career development are fundamental for all employees. The Human Resources Strategy also recognizes the importance of partnership – between Member States, the Administration, managers, staff and Staff Representative Bodies – in understanding roles and responsibilities and working collaboratively to enhance the welfare of all FAO employees and ensure smooth operation of the institutional elements (policies, resources, processes, etc.) which constitute the foundation of sound HR management.

## 5. Major Initiatives

This section of the strategy provides an overview of the three major goals and a summary of the major initiatives that support them.

### A. **Ensure that HR policies and procedures support recruitment of a diverse, skilled workforce and their effective deployment in line with changing strategic priorities.**

FAO can only achieve its mandate through its people. The focus of this goal is to ensure that managers are equipped and supported by HR to attract, nurture and retain high quality staff committed to FAO's work and to deploy them in a way that effectively uses their knowledge and skills. This requires a robust set of workforce data to support analysis and forecasting of skill needs and gaps, an ability to reach out to target candidates with the right knowledge and skill sets, streamlined processes to swiftly recruit to vacant positions, and effective policies and mechanisms to support staff deployment.

The major initiatives under this goal are as follows:

A.1 Undertake **outreach activities and proactive, targeted recruitment campaigns** taking into account the operational needs of the Organization to attract qualified and skilled candidates from around the world.

FAO's Vacancy Distribution Database enables the Organization to send vacancy announcements to targeted contacts based on professional area and geography. The HR Division will continue to

establish partnerships with key organizations in target countries and capitalize on the roll-out of the new Roster-Search approach to enhance FAO's ability to identify qualified and skilled candidates with an emphasis on those countries that are either non- or under-represented. The HR Division will also use press advertisements in selected publications (online and print) to attract qualified candidates and conduct "Career Days" in targeted locations (Decentralized and Regional Offices) in collaboration with partners. A new iRecruitment tool will enable FAO to measure the effectiveness of all outreach activities and gauge their impact.

A.2 Develop and implement **Generic Job Profiles** replacing individual job descriptions to help speed up internal and external recruitment and support corporate mobility objectives.

The aim of the Generic Job Profiles (GJP) initiative is to establish standard position descriptions for groups of jobs with similar responsibilities. The GJPs will greatly speed up recruitment processes as managers will be able to swiftly advertise vacant positions without first seeking HR clearance of the position description. This initiative will also assist the organization in the implementation of its new mobility policy. In 2012, CSPP conducted a comprehensive review of active professional, higher level and GS positions in HQ and DOs. The existing titles were significantly streamlined and reduced lists of job titles for both the P and D staff, and GS categories developed. The intent is to use these lists as a basis for development of GJPs for 70 - 80% of all FAO jobs, with the remaining 20 - 30% covered by unique, position-specific job descriptions.

A.3 Implement a streamlined, **competency-based approach to staff recruitment**, with stronger HR involvement throughout the process to replace the role of the current Staff Selection Committees in ensuring due diligence.

New, transparent recruitment processes are being introduced to improve consistency in hiring decisions and ensure objectivity, supported by an accountability framework in which responsibilities are established for the various phases of the process. The adoption of the systematic use of competency based interviews will enable FAO to anticipate how candidates will behave in a role in the future through the assessment of their behaviour in the past. Parts of the process will be strengthened by the systematic involvement of HR, more consistent use of tests, reference checks and the establishment of tight deadlines for each phase of the process with the ultimate goal of reducing the recruitment timeframe to a maximum of 120 days from advertisement to appointment.

A.4 Develop, implement and manage a **corporate mobility scheme**, based on clear, transparent criteria and linked to staffing and promotion decisions.

Mobility is a critical component of career development and a key element to the development of a staff member's skills and abilities. The introduction of a mobility policy brings clear advantages to both the Organization and the individual staff member, and will be an important tool to support the increased decentralization of FAO's work. As a result of extensive internal consultations, the introduction of a corporate mobility policy had been delayed in recent years. Following further review and consultation in 2013, the Mobility Policy was introduced at the end of the year.

The mobility scheme has two components: (i) a Temporary Mobility Assignments scheme that provides short-term geographic and within duty station assignments of up to eleven months duration and operates on a voluntary basis; and (ii) a Geographic Mobile Assignments managed scheme that establishes a mechanism for geographic assignments for a duration of more than one year, supported by an annual review exercise undertaken by HR and a central mobility staffing committee. The first annual mobility exercise is underway; reassignments should be processed by end September 2014.

A.5 Develop and implement a targeted **recruitment roster** to support managers in identifying potential candidates for vacant positions and consultancy assignments, and enable FAO to manage corporate geographic and gender representation targets.

The Human Resources Roster is a corporate Roster introduced by FAO for sourcing of consultants and staff members for both short and long term assignments. The Roster is an important tool to streamline and expedite recruitment actions by enabling fast, easy and systematized access to large pools of qualified candidates for vacant positions and consultancy assignments. An added value is that competition is enhanced, and thereby also the quality of the recruitments. The Roster is furthermore a much needed opportunity for FAO to share candidate profiles across the organization and across regions and projects. To increase the usability of the Roster by multiple stakeholders, the Roster enables the recording and sharing of basic information on past performance, which will be of particular importance when hiring individual contractors at short notice.

A.6 Increase the transparency of senior level and FAOR recruitment processes by incorporating **external management assessment** in selection decisions.

Since June 2012 and in line with DGB 2012/25, results from Management Assessment Centres (MACs) or Virtual Assessment Reviews (VARs) have been systematically reviewed as part of the selection process for FAOR positions, and from October 2012 for all senior level vacancies. This decision reflects the increasing attention now being paid to selection of senior FAO staff on the basis not only of their technical skills and experience, but also on their ability to communicate clearly, work collaboratively in teams and develop effectively interpersonal relationships – all competencies which will also be reflected in the new FAO corporate competency framework, which is currently being finalized. This initiative aims to establish a pool of “pre-assessed” managers, who are expected to apply, and be competitive, for future vacancies at P-5 level and above in order to ensure transparency and fairness in the selection process for key FAO positions.

A.7 Implement measures and track progress in achieving corporate **geographic representation targets**.

The HR Division has established annual geographic distribution and gender targets, which aim to align the Medium-Term Plan (MTP) with office and departmental size so that each manager shares a proportionate responsibility for achieving corporate recruitment and staffing objectives. By implementing the above outreach activities and ensuring accountability for achievement of

targets, this initiative aims to further increase the number of equitably-represented countries and work toward the goal of further decreasing over-represented countries. In this regard, each manager is made aware of, and is responsible for, meeting their targets while results are monitored by HR.

**A.8 Implement a comprehensive corporate framework on the use of **Non-staff Human Resources (NSHR)**.**

As is the case with similar UN organizations, NSHR represent a large proportion of FAO's workforce, especially in decentralized locations. NSHR contractual modalities allow for the flexible and rapid recruitment of resources as and when needed, and in particular enable FAO to recruit specific skills/expertise that are required on a temporary basis and cannot be adequately sourced from the current staff population. Past shortcomings regarding consistency in the use of NSHR have, however, highlighted the need for HR to develop, in consultation with all stakeholders, a corporate framework to govern their use. This framework was introduced at the end of 2013 and will be reviewed at the end of 2014 based on experience and feedback gathered from hiring managers.

It covers all aspects of NSHR, including needs identification and assignment creation, selection, remuneration and evaluation upon completion of assignment. It provides a more consistent and transparent approach across the Organization, at HQ and in the decentralized locations, and allows for streamlining of processes while establishing the necessary accountability and oversight in the correct use of contractual modalities. It will also allow for improved reporting to management and governing bodies on the use of this significant population of FAO employees.

**B. Create an enabling work environment, free from harassment and discrimination and sensitive to diversity, which supports staff in meeting professional and career objectives and reflects best practice in performance management.**

As the organization transitions to a matrix management structure and managers are required to manage staff within and across divisional boundaries to deliver corporate objectives, it is critical that enabling structures are established which support staff members' professional and career objectives and ensure that the environment in which they work is free from harassment and discrimination. This requires sound policies and practices, effective tools and emphasis and resources invested in developing the capacity of managers and leaders to lead, motivate and manage the individuals and teams that report to them.

The major initiatives under this goal are as follows:

**B.1 Establish a clear, simplified **competency framework** to define behavioural standards that current and future FAO employees are expected to demonstrate.**

At the start of 2014, OHR has implemented a corporate competency framework that defines the behavioural standards expected of all staff members and ensures that they are held accountable to the same norms. The framework will also allow staff and managers to communicate clearly about

performance expectations and promote continuous conversations on identified areas of strengths and gaps. In this respect, the competency framework constitutes a golden thread that links core HR processes and functions – job design, recruitment, performance evaluation and learning and development, ensuring that staff are recruited against a consistent and transparent set of behavioural expectations, monitored against those same standards, and equipped with skills to address competency gaps.

B.2 Establish a revised **performance management process** to promote good management practices.

This initiative aims to establish and implement a revised performance process to promote continuing appraisal, coaching and feedback and help employees understand the nature and quality of their performance, identify what they need to improve and motivate them to do so. The revised process will be supported by a policy framework with rebuttal procedures, guidelines for staff and managers on their responsibilities and accountabilities, rewards and recognitions and promotion policies. Provision of tools and support to raise awareness on managing performance best practices will continue with specific learning programmes established on managing performance, revised competency development programmes for managers, middle managers and staff with supervisory responsibilities, and guidelines on competency evaluation. The ultimate goal is to shift from what is currently perceived as a cumbersome administrative process to a process that fosters continuous measuring of results and dialogue on performance.

B.3 Promote **Gender Parity**

Increasing the proportion of female staff in the professional category is an important human resources objective for the Organization. Efforts over the past years have resulted in a steady increase of women at an overall base and previous Medium Term Plan corporate gender targets have been fulfilled or exceeded. The Organization is committed to achieving Gender Parity objectives and to support and further gender equality and equity in the Organization, including through the introduction of 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.

B.4 Promote continuing **improvement and innovation** through a revised learning and development curriculum.

Upon completion of the work planning exercise, the current FAO learning strategy will be revised to best address emerging learning needs. In particular, the strategy will aim to: (i) build the capacity of staff on technical, programming matters and managing for results; (ii) put in place learning programmes and activities with clear objectives to support managing for results and working in teams; (iii) continue to provide learning opportunities from induction to retirement and seek to expand the curriculum; (iv) support organizational effectiveness and desired behaviours, (v) develop the administrative financial operational capacity and computer skills of staff, and (vi) expand the use of elearning and virtual delivery.

**B.5 Establish and implement policies and practices to ensure a **workplace free from harassment and discrimination.****

A key aspect of prevention of discrimination and harassment in the workplace is the development and promotion of a written policy which makes it clear that such actions will not be tolerated under any circumstances. The FAO policy concerning discrimination and harassment will include: (i) a strong statement of the Organization's attitude to discrimination and harassment; (ii) a clearly worded definition of discrimination and harassment; (iii) a statement that discrimination and harassment is against the law; (iv) examples of circumstances where discrimination and harassment can occur; (v) a statement that everyone has a responsibility to prevent workplace harassment and discrimination; (vi) information on how and where to seek help if discrimination or harassment occurs; and (vii) the likely consequences of unlawful discrimination or harassment. The policy will be proactively launched and widely circulated under strong endorsement of the DG and all FAO managers emphasizing FAO's commitment to eradicating harassment and discrimination in the workplace and the requirement for all staff to comply with the policy.

**B.6 Develop and implement mechanisms to ensure effective, regular and constructive **dialogue between management, staff and the Staff Representative Bodies.****

The HR Division continues to reaffirm its commitment to the principle of consultation with staff on matters relating to terms of employment and conditions of service as provided in the FAO Staff Regulations, whilst recognizing the Director-General's managerial authority as embodied in the Constitution and General Rules of the Organization. With the fulfilment of the IPA and Reform initiatives, new mechanisms are required to continue the fruitful collaboration realised through the weekly meetings of the Staff Management Consultative Committee (SMC) that replaced the Ad Hoc Joint Advisory Committee on FAO Reform (JAC/FAR) and promotes dialogue between management and staff while better clarifying the respective roles of management and staff associations. The development of these mechanisms will be undertaken in collaboration with the SRBs.

**C. Establish streamlined, cost-effective processes that enable HR to deliver high-quality, tailored services to clients across the organization.**

The HR division is committed to ongoing identification of opportunities to streamline processes and deliver services to client areas in the most cost-effective and responsive way possible. In 2009, the establishment of the Shared Services Centre in Budapest and its two regional hubs, together with the ensuing transfer of the delivery of transactional activities to these Centres, marked a significant shift towards more cost-effective service delivery. The establishment of HR Business Partner positions in four of the FAO regions has meant that HR is able to respond promptly and in a more customized way to client needs in the Decentralized Office network.

More remains to be done. HR will focus on the following initiatives under this goal to ensure client-focused, cost-effective and reliable service delivery:

C.1 Implement a consistent, transparent approach and supporting processes and tools for **strategic workforce planning** in FAO.

The transition to matrix management in FAO requires new processes and tools to support effective workforce planning and ensure that the Organization is equipped with the right people in the right place to fulfil its strategic and work plan objectives, both now and in the future. In collaboration with OSP, HR will develop and implement foundational workforce planning principles, processes and tools to support operational work planning, with the longer-term goal of integrating them into the corporate strategic planning framework and using them to inform HR strategies in recruitment, mobility, staff deployment and learning and development.

C.2 Draft and issue a consolidated **tender for medical and non-medical insurance services**, with the goal of significantly reducing insurance costs to the Organization, enhancing service provision, and streamlining administrative time and resources.

There are currently no central responsibility and guidelines for FAO insurance services, with the result that there are a plethora of different insurance policies with different insurance agents and companies which renew at different times of the year. With the exception of medical insurance, most are purchased on an inefficient and costly ad hoc, “as required” basis. It is probable that FAO is underinsured in some areas, while the medical insurance policy has remained largely unchanged for many years although it is the largest single cost in the insurance budget. The consolidation of all of the insurance in a single contract will allow FAO to benefit from bulk buying, maximise leverage in the insurance market to achieve a wider scope of cover, improve the efficiency of services, obtain a substantial premium reduction and maintain the premium at a flat price for up to five years. Additionally, it will simplify administration, which will be reflected in lower costs and staffing needs. A related area of concern is the accumulated liabilities arising from FAO’s commitment to provide medical expenses cover for after service staff. Options for addressing this issue are also being explored under this initiative.

C.3 Clarify the role of the HR Business Partners, nominate HQ focal points by client area and undertake **training of HR staff** in all HR functions in order that they can provide timely advice and support on request.

One of the challenges of HR is to become a valued partner with senior and line management in order to meet strategic objectives. To do so, HR staff members must become experts in the way the work is organized and executed, and deliver efficiently while maintaining outstanding quality. In addition, HR needs to become an agent of continuous transformation, shaping processes and establishing a culture which improves the organization’s capacity for change. In order to establish the foundations of this transformation, the first step will be to establish an accountability framework for HR business partners and to initiate a training programme to ensure that HR staff members become experts in a number of revised processes. Priority will be given in 2014 to providing extensive training in competency based interviews and performance management and in complying with the newly defined standard operating procedures.

C.4 Review and revise the content of **HR provisions in the FAO Manual** within the framework of the broader FAO Manual project to ensure that they are current, clear and transparent, and easy to understand and access.

The FAO Manual is the primary source of information on regulations, rules and administrative processes. The aim of this initiative is to simplify the use and understanding of the manual and make it easily accessible to all staff worldwide. At the same time, efforts will be undertaken to streamline administrative processes. In the context of the project, HR has undertaken a systematic review of administrative documents (ACs, DGB, internal guidelines and directives, etc.) in consultation with the owners of the documents to establish which should be deleted, updated, merged, or integrated in the new manual; as a result more than 300 administrative documents are being deleted. This exercise will significantly reduce the numbers of administrative documents, and improve staff members' understanding of the applicable rules and directives, and their ability to search for them.

C.5 Train client areas in the functionality of the **HR Management Information System (HRMIS)** and support them in generating clear, concise reports on their workforce in order to support HR planning, including succession planning and post creation/abolition.

This initiative will involve an extensive review of HRMIS reports/dashboards and redefinition of user requirements and Access Profiles based on users' specific needs and functions. Numerous technical changes which have been requested to improve quality of outputs, accessibility of information and enable self-service access for many users will be reviewed and prioritised. Following discussions with key users in technical departments and offices, the initiative is expected to improve usability of outputs, and consolidation or refinement of some existing outputs. In addition, there will be increased focus on data quality and efforts to improve linkages between the HR reporting group and HR operations, leading also to systems enhancements.

C.6 Document and publish **Standing Operating Procedures** to ensure consistency in the delivery of HR services, support knowledge transfer within the HR division, and enable clients to understand the steps involved in transactional HR processes.

Under this initiative, a project has been launched involving HR staff in regional offices (SSC Budapest, RLC, RAP, RAF) to review core HR servicing procedures and capture them in revised Standard Operating Procedures (SOPs). The initiative is expected to result in the development and publication of SOPs covering all major HR-related processes to support knowledge transfer when existing staff members separate and new ones are recruited, and ensure consistency of approach. To-date, 123 SOPs have already been endorsed.

C.7 Provide and improve **HR Services** which are consistent, client-oriented and well-communicated.

The Shared Services Centre in Budapest and Regional Hubs in Bangkok and Santiago will work to provide and improve HR Services which are consistent, client-oriented and well-communicated. Specific emphasis will be made in the areas of quality and consistency in applying streamlined and simplified procedures which are supported through a hierarchy that services clients within a framework of accountability at all levels. The initiative will involve, *inter alia*, (i) re-organization of the HR Services at the SSC in Budapest with an emphasis on providing dedicated client servicing to specific Divisions and Regions; (ii) revised HR tracking systems to improving processes and transparency, (iii) the review and further development of the existing Service Level Agreements and associated IT Systems with the goal of providing reliable and transparent reporting on the level and quality of services provided, (iv) on-going training of HR Staff to increase the pool of cross-trained HR Staff that can complete a broader range of tasks and duties in a qualitative, efficient and effective manner, and (v) outreach and regular communication with client divisions, managers and staff to better understand needs and areas where improvement is needed.

## **6. Measurement of Success**

If we succeed in these initiatives, the landscape of HR will begin to look quite different through the course of the next three years. We will measure our success in delivering this HR Strategy by the extent to which the following are in place by the end of the current period:

1. Incorporation of external management assessment in the selection process for all senior level and FAOR vacancies.
2. A corporate competency framework, integrated across job design, recruitment, performance management and learning and development functions.
3. A significant rise in the number of women in professional and higher-level categories
4. Transparent, streamlined recruitment processes, supported by HR professionals on each panel and extensive corporate training on competency-based interviewing techniques. Time per hire 120 days max.
5. A comprehensive, cost-effective contract for the delivery of medical and non-medical insurance services with a reliable partner.
6. A stream-lined system for performance management, supported by a policy framework and training to assist managers in recognizing good performance, and managing under performance.
7. A targeted recruitment roster to support managers in identifying potential candidates for vacancies, and enable FAO to manage corporate geographic and gender representation targets.
8. A high-performing HR team, skilled and trained in a range of HR functions and processes.

9. Streamlined Standard Operating Procedures for the majority of HR services, clearly documented and published.
10. Revised, up-to-date HR provisions in the FAO Manual, clear, transparent and easy to understand.
11. A transparent framework and clear guidelines for NSHR engagement and remuneration.
12. Generic Job Profiles covering at least 60% of FAO jobs to support managers in swift advertisement of vacant positions.
13. An effective corporate mobility policy, supported by processes and systems to facilitate movements within and between offices.
14. A comprehensive range of learning and development options offered in a blending learning environment, comprising face to face and e-learning courses.
15. Accurate and reliable HR Data and reporting through harmonized IT Tools.
16. Improved communication and understanding of needs and requirements between the SSC, Hubs and clients.
17. Creation of a reliable pool of potential candidates for local recruitment.

## HUMAN RESOURCES - ACTION PLAN

### Implementation of the Human Resources Strategy

The HR Division in FAO contributes to functional objective 11 “Efficient and Effective Administration”. The HR Organizational Output (11.1.1) is *Human resources strategies, policies, procedures and services are effective and efficient and support the attraction, development and retention of a diverse, skilled and motivated workforce.*

The following pages provide an overview of the projects, products and services that will be carried to achieve the HR Organizational Output 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 2014-15 biennium. This report covers initiatives initiated under the previous biennium 2012-13, that are being integrated in the new strategy and action plan and therefore some are coded as delayed as they are carried forward from the previous HR strategic framework.

#### 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**



<b>1. Introduce a competency framework to define behavioural standards in support of the delivery of FAO programme of work</b>			
<u>Overview</u> The competency framework defines the behaviors and soft skills expected of all FAO staff members. The newly introduced corporate competency framework 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.			
<u>Achievements in 2012/13</u> <ul style="list-style-type: none"> <li>Completion of phase I of the project– development of the Framework, incorporating feedback from a range of stakeholder groups. The framework was finalized at the end of 2013.</li> </ul>			
<u>Major activities in 2014/15</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2014)	<u>Status</u>
<b>1.1. Introduce the competency framework to the organization</b>			
<ul style="list-style-type: none"> <li>Present the framework and distribute to the organization</li> </ul>	Communication strategy in place and information sessions carried out	March 2014	Completed
<b>1.2 Link the Competency Framework to HR processes: performance management and learning and development, recruitment.</b>			
<ul style="list-style-type: none"> <li>Integrate Competency Framework to performance management and learning and development</li> </ul>	Competencies are reflected in PEMS Learning curriculum mapped to competencies and searchable in learning@fao Guide on development of competencies available to all staff	February 2014 June 2014  June 2014	
<ul style="list-style-type: none"> <li>Introduce competency based interviews in the Organization and train all panel members in competency based interviewing techniques</li> </ul>	Guidelines finalized and HR staff trained and Training of Trainers conducted All HR staff, Chairs and Alternate Chairs trained	February 2014  End 2014	On going
<ul style="list-style-type: none"> <li>Map competencies to generic job profiles (GJPs) and advertise job descriptions with new competencies</li> </ul>	Professional jobs advertised with new competencies GS jobs by September	April 2014  September	

		2014	
<b>2. Implement a consistent, transparent approach and supporting processes and tools for strategic workforce planning.</b>			
<u>Overview</u> These initiatives aim 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 2012/13</u>			
<ul style="list-style-type: none"> <li>▪ Significant progress in revising and harmonize job titles for GS and P category following comprehensive mapping and grouping of job families</li> <li>▪ GJPs developed within relevant job families for GS (80%), P (60%) and D positions in consultation with stakeholders and incorporating new FAO competencies</li> <li>▪ Conceptual workforce planning framework finalized and endorsed in August 2013</li> </ul>			
<u>Major activities in 2014/15</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
<b>2.1. Establishment and implementation of generic job profiles.</b>			
<ul style="list-style-type: none"> <li>▪ Finalize and issue guidelines and GJPs and their utilization and implement existing generic job profiles</li> </ul>	Guidelines published	Q2 2014	
<b>2.2. Develop a workforce planning framework</b>			
<ul style="list-style-type: none"> <li>▪ Guidelines for workforce planning established</li> </ul>	Circulated Guidelines reviewed and updated	January 2014 End 2014	
<ul style="list-style-type: none"> <li>▪ Undertake gap analysis, with outcomes feeding major HR functions, e.g. recruitment, learning and development, mobility and reassignment</li> </ul>	High level gap analysis completed with SOs	February 2014	

<b>3. Strengthen and speed up internal and external recruitment processes taking into account the needs of the Organization to attract and retain a diverse and multiskilled workforce</b>			
<u>Overview</u> These initiatives aim 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. The revised procedures will improve the quality of the selection decisions and reduce the length of the recruitment procedures. Following the introduction of FAO's new Competency Framework, the overall recruitment and staffing process will be strengthened with the systematic and consistent inclusion of competencies in selection decisions.			
<u>Achievements in 2012/2013</u>			
<ul style="list-style-type: none"> <li>▪ Revised procedures for the recruitment of Professional staff onto positions funded by the Regular Programme drawn up and approved.</li> <li>▪ First two cohorts of Junior Professionals recruited (24 JPs recruited), meeting gender target. 14 Junior Professionals retained in service after two initial years under the JPP</li> <li>▪ Reported as 99 (including lateral transfers) however only 32 were actually under mobility policy geographic mobility assignments achieved in 2012/13.</li> <li>▪ Recruitment of RP international Professional posts and NSHR candidates is handled through iRecruitment.</li> </ul>			
<u>Major activities in 2014/15</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2014)	<u>Status</u>
<b>3.1 Streamlined selection procedures.</b>			
▪ Develop revised selection procedures for Professional staff (international - completed and NPO – in draft)	Significant reduction of selection times from 9 months to 120 days as evidenced by monitoring reports	End 2014	
▪ Develop revised selection procedures for the Temporary Assistance Pool (TAP), in consultation with RBAs following introduction of Framework Agreement and introduction of common roster for RBAs	The revised procedures will result in more efficient use of resources Harmonization and increased collaboration between UN agencies	1 <sup>st</sup> quarter 2015	MOU with RBA is about to be finalized. Review is on-going.
<b>3.2 Support equitable geographic and gender representation</b>			
▪ Establish and monitor gender and geographic departmental targets (annual and MTP)	Proportion of equitably represented countries (target end 2015:78%) Proportion of female staff at the professional and higher level category (target end 2015: 40% IP 30% D & above)	Bi-annual reports to monitor progress	

<ul style="list-style-type: none"> <li>Further outreach activities and targeted recruitment campaigns e.g. increased use of social network tools; strengthen database of educational institutions/professional networks/etc); study of national labor markets and areas of excellence</li> </ul>	New tools in place; noted increase in number and quality of candidates, as well as % of applicants from target countries and women candidates.	quarterly review	
<b>3.3. Junior Professionals Programme (JPP).</b>			
<ul style="list-style-type: none"> <li>Recruit third cohort of JPs (EOD scheduled for June 2014)</li> </ul>	Recruitment process finalized within the revised target time-frame	June 2014	
<ul style="list-style-type: none"> <li>Continue review of measures to retain JPPs following the end of the first two year assignment</li> </ul>	At least half JPPs retained after 2-year assignment	On-going monitoring	
<b>3.4. Progress on corporate geographic mobility .</b>			
<ul style="list-style-type: none"> <li>Following introduction of mobility policy, implement new geographic mobility scheme – first annual geographic mobility exercise to be completed by end 3<sup>rd</sup> quarter 2014</li> </ul>	Successful implementation of first annual exercise in accordance with guidance of the mobility staffing committee	Review exercise end 2014	
<b>3.5. Recruitment systems</b>			
<ul style="list-style-type: none"> <li>Extend iRecruitment system beyond professional RP-funded posts</li> </ul>	D1 and above and GS/TAP included by end 2014.	End 2014	Revised to end 2014
<ul style="list-style-type: none"> <li>Introduction of rosters (recruitment/departmental roster; employment roster; emergency response roster) to streamline and expedite selection procedures</li> </ul>	Three rosters in place and operational (final system testing done/pilot completed/staff trained)	End 2014	User acceptance test scheduled for April 2014

<b>4. Strengthen and improve performance management processes to promote good management practices</b>			
<b>Overview</b> The review and strengthening of the PEMS process and framework (framework and policy to recognize high-performers and manage under-performance; promotion policy; inclusion of the competencies in the individual PEMS) will further support the Organization's move to result-based management and will be an important tool in motivating and supporting the personal and career development of the staff.			
<b>Achievements</b>			
<ul style="list-style-type: none"> <li>▪ Completion rates of all phases of the process consistently high</li> <li>▪ Guidelines on responsibilities of managers and staff drafted</li> <li>▪ Rebuttal procedure drafted</li> </ul>			
<u>Major activities in 2014/15</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2014)	<u>Status</u>
<b>4.1. Process review</b>			
▪ Process review conducted	Results presented to Senior management	Mid-2014	
<b>4.2 Rebuttal procedure</b>			
▪ Introduce a Rebuttal procedure for the PEMS	Rebuttal process adopted and implemented at the end of 2014 cycle	October 2014	
<b>4.3. Adoption of rewards, recognition and underperformance policy and a promotion policy , linked to PEMS.</b>			
▪ Develop and submit draft policy on performance management for consultation	Revised policy on performance management submitted for review and comment	Q1 2014	Revised to Q2 2014
▪ Develop and submit draft policy on promotion for consultation	First draft promotion policy	Q1 2014	
▪ Complete internal consultations with management and Staff Representative Bodies; amend/finalize drafts and submit for endorsement	Policies issued and implemented	end 2014 for implementation start 2015	
▪ Implement policies on the administrative actions, Rewards, Recognition and Underperformance linked to the PEMS process, including a promotion policy	Policies are implemented with linkages to the PEMS process	implementation Q1 2015	

<b>5. Create an enabling work environment, free from harassment and discrimination and sensitive to diversity and HR policies and processes support organizational objectives and incorporate best practice in UN and HR management.</b>			
<u>Overview</u> These products aim 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 2012/13</u>			
<ul style="list-style-type: none"> <li>▪ Corporate mobility policy introduced in December 2013</li> <li>▪ HR Gender Action Plan developed and issued in June 2012 following DG endorsement. Gender guidelines finalized</li> <li>▪ JPP reviewed in 2013 and revised administrative circular issued at start 2014</li> <li>▪ Guidelines on classification, remuneration, living allowances and performance reports for international NSHR issued in December 2013. Revised guidelines for servicing of local NSHR issued.</li> </ul>			
<u>Major activities in 2014/15</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2014)	<u>Status</u>
<b>5.1. HR Gender Action Plan and guidelines established.</b>			
▪ Develop guidelines to support the HR Gender Action Plan	Guidelines finalized and published	Q2 2014	
▪ Review Gender Action Plan	GAP reviewed and revised and issued	Q2 2014	
<b>5.2. Develop, implement and review further HR policies.</b>			
▪ Revise new NSHR framework (guidelines and amended rules) after one year of introduction	Revision done based on feedback from managers and users	End Q1 2015	
▪ Review language provisions (e.g. post requirements) for GS category	Revision completed and changes introduced following internal consultation	End Q3 2014	
▪ Review Junior Professionals and Internship/volunteer programmes	Reviews completed and recommendations submitted	End 2014	Done for JPP Initiated for internship and volunteer
▪ Review and revise HR policies to ensure alignment with new corporate Competency Framework once endorsed	Revised to end 2014 as framework introduced start 2014	End 2014	

<b>6. Learning and Development Programmes are designed and delivered in accordance with a learning strategy which is aligned to organizational needs to promote continued improvement and innovation in the workforce.</b>			
<u>Overview</u> A learning strategy was adopted in 2013 to address the following goals. Key focuses for 2014/15 are to expand virtual delivery and learning opportunities for decentralized offices.			
<ul style="list-style-type: none"> <li>▪ building the capacity of staff in technical and programming matters, and managing for results</li> <li>▪ expanding the e-learning curriculum and frameworks</li> <li>▪ delivering corporate programmes from induction to retirement</li> <li>▪ supporting organizational effectiveness and promoting desired behaviours in support of the revised competency framework</li> <li>▪ developing the administrative, financial, and operational capacity of employees</li> </ul>			
<u>Achievements in 2012/13</u>			
<ul style="list-style-type: none"> <li>▪ More rational use of the funds with compulsory submission and review of training plans at all locations and priority settings for required programmes, especially in support of decentralized offices</li> <li>▪ Increased outreach to decentralized offices with provision of support and tools to promote learning and development and increased elearning curriculum and participation as measured in learning@fao</li> <li>▪ Management leadership programme ongoing and introduction of management skills programme for GS staff</li> <li>▪ Virtual Assessment process introduced (VAR) and utilized to assess the competencies of candidates for FAOR and senior level positions.</li> <li>▪ More than 80% satisfaction rate on learning KPIs</li> </ul>			
<u>Major activities in 2014/15</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2014)	<u>Status</u>
<b>6.1. Deliver management and leadership programmes for FAO managers, promoting best practices in management of teams and performance</b>			
<ul style="list-style-type: none"> <li>▪ Deliver 3 cohorts of Effective Leadership in 2014, and support staff attendance at external courses.</li> <li>▪ Provide online tools and other resources on Managing people</li> </ul>	Positive feedback of at least three on four level scale for 4 core KPIs Tools are available	End 2014	On-going
<ul style="list-style-type: none"> <li>▪ Deliver Team building workshop in one RO</li> </ul>	Workshop delivered and followed through	End 2014	On-going
<ul style="list-style-type: none"> <li>▪ Introduce middle management programme (blended learning)</li> </ul>	Course is introduced	3 <sup>rd</sup> quarter 2014	On-going
<b>6.2. Maintain a process for managerial assessment that enables incorporation of assessment results in selection and reassignment decisions.</b>			
<ul style="list-style-type: none"> <li>▪ Deliver the VAR (as required) and Management Assessment Centre (MAC)</li> </ul>	VAR as required and 135 participants	End 2015	On-going

sessions in 2014/15	at P4 level and above		
<b>6.3. Career Support programmes linked to learning, PEMS and mobility are established and aligned with strategic objectives.</b>			
▪ Establish career support programmes (CV prep and preparation to interviews)	Programmes established	Mid 2014	
<b>6.4. Introduce revised managing for results programme</b>			
▪ Tender process completed and programme is designed	Programme launched	3 <sup>rd</sup> quarter	
<b>6.5 Build the operational capacity of staff</b>			
▪ Develop a range of elearning/online programmes on project cycle, resource mobilization and administrative processes and systems	Products are available on learning@fao	End 2014	Ongoing

**7. Establish and implement streamlined, transparent and cost-effective processes that enable HR to deliver high-quality, tailored services to clients across the organization.**

Overview

Under this heading, the primary focus is to provide efficient services and ensure value-for-money to FAO and, with regard to the social benefits management, to other UN agencies. Emphasis on increased efficiency and streamlining of HR procedures will be pursued throughout the biennium to ensure that HR services and processes are client-oriented, effective, and make the best use of available resources to in turn allow the HR staff to focus us on strategy and policy issues.

Achievements in 2012/13

- Review of HR structure with establishment of a direct reporting line to the Director-General; Director of OHR is a member of the Senior Management Team
- Vision, objective and strategy of HR for 2014-16 revised and endorsed by Senior Management
- HR Officer positions created in the Regional Offices and recruitment processes initiated
- Standard Operating Procedures (SOPs) Project launched by OHR in close collaboration with SSC and RO staff to define and document HR processes and ensure a harmonized implementation throughout the Organization. By end 2013, 123 SOPs in the area of HR servicing (staff and NSHR) endorsed.
- Active participation in corporate FAO handbook project, OHR undertook a systematic review of administrative documents and identified, in consultation with the owners of the documents, over 300 documents to be deleted.
- NSHR incorporated into payroll system as of November 2012.
- Separation Payment Scheme and Non-removal allowance integrated in the payroll system; calculations and processing automated
- Introduced interface between GRMS and UNJSPF system to automatically provide HR and financial data to the Pension Fund. FAO is the first UN Organization to implement this new interface which will increase the quality of the data, streamline and accelerate the processing of pension benefits

<u>Major activities in 2014/15</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2014)	<u>Status</u>
<b>7.1. Increased Efficiency and Streamlining initiatives.</b>			
▪ Introduction of Service level Agreements to cover services delivered by HR branches	SLAs defined and introduced with monitoring tools for implementation as of 2015	End 2014	Ongoing
▪ SOPs Project continued and extended to other HR areas as recruitment, post management and performance management	Additional SOPs defined and issued on-line as reference tools	End 2014	
▪ FAO Handbook: pursue work started under the Handbook project to review administrative documents (instructions/guidelines etc) and HR Manual Sections	Manual Sections and administrative documents on HR management ,	On-going. Target to	

to update the provisions as needed and simplify access and understanding of relevant rules and procedures by users at large.	benefits and entitlements, reviewed and updated	review all MS 300 by end 2015	
<ul style="list-style-type: none"> <li>Improved HR data reporting: HR data is more complete with the deployment of GRMS and the quality of the data is monitored. A set of standard HR data reports as well as an executive HR dashboard will be made available to staff and managers.</li> </ul>	HR dashboard and reports available to users with complete and correct data.	End Q2 2014 for reports Improvement to quality of HR data continuous	
<ul style="list-style-type: none"> <li>Conduct critical review of HR delegations and develop proposal for amendments</li> </ul>	Proposals developed and submitted	End 2013	complete – proposals under review with senior management
<b>7.2. Incorporate payment of living allowance for NSHR categories into FAO payroll system and streamline processes</b>			
<ul style="list-style-type: none"> <li>Incorporation of payment of living allowance for NSHR categories into payroll, define and design processes and implement</li> </ul>	new processes implemented	End 2014	
<b>7.3 Review of all insurance schemes and contracts</b>			
<ul style="list-style-type: none"> <li>Review current insurance schemes and contracts with objective of issuing a negotiated contract for the entire insurance packages, in consultation with RBA</li> </ul>	New contract for insurances entered for implementation 2015	Start 2015	
<b>7.4 Management of Social Security benefits for WFP locally recruited field staff</b>			
<ul style="list-style-type: none"> <li>Review workflows to manage the social security aspects of 3,400 locally recruited field staff and possibly additional 5,000 local service contracts</li> </ul>	Reviewed workflows and designs agreed upon with WFP and UNDP. Integration of additional staff under FAO social security management	Completed for implementation of all processes start 2015	Pensions and Compensation services start 1 May 2014
<b>7.5 Migration of information system to record medical and social security data for RBA staff</b>			
<ul style="list-style-type: none"> <li>Collaborating with CSDM and CIO to migrate data to a new system with self-service tools e.g. to claim work-related accident/illness compensation</li> </ul>	Finalize migration – launch of system with self-service tools	End 2014	
<b>7.6. Introduction of a revised HR structure</b>			
<ul style="list-style-type: none"> <li>Submit proposal for a new HR function and structure for review and endorsement by senior management</li> </ul>	Proposal approved and implemented	End Q2 2014	

<b>7.7. Shift to HR Business Partners</b>			
<ul style="list-style-type: none"> <li>▪ Establish an accountability framework for HR staff/business partners</li> </ul>	Accountability framework based on the new HR structure will be adopted and published	End 2014	
<ul style="list-style-type: none"> <li>▪ Fill HRO positions in the RO/SSC Hubs</li> </ul>	All positions filled by qualified HR practitioners, in close consultation with RR (to-date RAF and RLC posts have been filled)	End 2014	
<ul style="list-style-type: none"> <li>▪ Train HR staff to ensure that they become experts in HR processes and functions and are equipped to provide timely and quality advice and support to senior and line managers</li> </ul>	Skill GAP/needs defined and training programme defined Training delivered	Q3 2014 Mid-2015	