



Members' Update

# FAO renewal

---



## **PEMS process moves forward**

Most FAO staff are now working under a new performance evaluation and management system – another significant step towards fulfilling FAO members' requirements and “*managing for results*”.

Some 90 percent of headquarters staff and around 75 percent of eligible field staff have participated in creating agreements for the Performance Management System (PEMS). A total of 96 percent of staff have undergone training.

PEMS involves an individual work plan or “agreement” between staff member and supervisor, looking at goals to be met over the coming year and how these link to group work plans and FAO's overall objectives. Staff and supervisor provide each other with feedback on how work is progressing. Likewise, colleagues provide feedback on one another's work, and supervisors are evaluated by their own staff, under a process known as 360-degree evaluation.

Agreements were originally paper-based but now work through the Oracle management information system – thereby speeding up and aiding the involvement of field staff.

Anne Aloisio, PEMS coordinator in the human resources management division, said training had been delivered to some 3 500 employees across the Organization, comprising both professional and general service staff. “We've been happy to see the vast majority of staff taking part and working with colleagues on their agreements,” said Aloisio.

“We have emphasized throughout that PEMS will help staff understand more clearly the ultimate objectives of their work and how it ties to FAO's overall mandate. This is motivating for colleagues while also helping move FAO towards the results-oriented approach encouraged by member countries and so delivering the best results on the ground.”

PEMS is one strand of a results-based management approach as recommended by the Independent External Evaluation of FAO. Aloisio said she expected PEMS agreements to be drawn up more quickly in future years, as staff became familiar with the process.

“This year is a steep learning curve for all staff and we don’t expect PEMS agreements to be perfect. However, with time and with support from the PEMS team they will improve in quality,” she said.

The number of field colleagues completing their agreements is expected to rise over the next month, as PEMS team staff lend extra support to decentralized offices. The PEMS team is now also offering training in what are described as “soft skills” – giving and receiving feedback, and coaching staff. In addition, training on how to provide effective written feedback in performance evaluations will also be provided to all staff just before the 2010 year-end review.

Work is in progress to add a robust support framework for PEMS and to link the system to existing initiatives. This includes a rewards and recognition programme, a mediation procedure to manage disputes and the completion of the competency framework. “There are also steps to look at links between PEMS and other core human resources areas, such as learning and development, as we build on the work already done and look to integrate PEMS into the fabric of FAO and its processes,” added Aloisio.

## **Junior professionals sought by FAO**

FAO aims to have its first 15 staff under the new Junior Professionals Programme in place by October.

The programme was introduced by FAO as part of efforts to reinvigorate its ageing workforce and introduce fresh talent, and follows recommendations in the Immediate Plan of Action.

“The programme will help us to find young and motivated professionals, especially from non- and under-represented member countries,” said Giancarlo Padroni in human resources management.

“Members want to see a joined-up and consistent system for the recruitment and development of young professionals who can hopefully progress within the Organization and take it forward. We’ve set up a database of educational institutions and professional associations so we can advertise positions and help attract the best people.”

The target is for at least 60 percent of staff to be drawn from non- and under-represented, developing countries, and at least 50 percent to be women. Padroni added that the programme thereby tied in with other recommendations in the IPA, in particular improving geographic and gender representation, and wider publication of FAO vacancies.

The programme is open to recruits under the age of 32, who will be hired for an initial two years with the possibility of extension.

### **How are we communicating? Can we do better?**

We are reviewing the content and the look of FAO renewal / Members’ update. We invite you to send your feedback to us by email. This will help us communicate better and address YOUR ideas for improvement.

Write to: [Members-Updates@fao.org](mailto:Members-Updates@fao.org).