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Organización de las
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منظمة
الاغذية والزراعة
للأمم المتحدة

COUNCIL

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Updated Action Plan for the Achievement of Equitable Geographic Distribution and Gender Parity of FAO Staff

1. At its 159th Session, the Council requested the Director-General to present to the next Council session a detailed action plan on the achievement of equitable geographic distribution, and gender parity of FAO staff.
2. Following the feedback received during the 173rd Session of the Finance Committee in November 2018, this updated document presents two detailed action plans. The first one includes the initiatives aimed to achieve equitable geographic distribution and the second one includes the initiatives related to achieving gender parity of staff. The action plans provide information on indicators, timeframe and the status of the different activities.

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an FAO initiative to minimize its environmental impact and promote greener communications.
Other documents can be consulted at www.fao.org*



ACTION PLAN

Action Plan for the achievement of equitable geographic distribution and gender parity of FAO staff

At its 159th Session, the Council requested “*the Director-General to present to the next Council session a detailed action plan on the achievement of equitable geographic distribution, and gender parity of FAO staff.*”

The following pages provide the two detailed action plans, the first one presents the initiatives aimed to achieve the equitable geographic distribution and the second one includes the initiatives related to gender parity. The color-coded reporting system summarized below indicates the status of each initiative with respect to the established timeframes.

Color-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	

Action Plan for the achievement of equitable geographic distribution of FAO staff

1. Employer Branding Strategy			
<u>Overview</u> The Organization aims to plan, develop and implement a structured employer branding strategy to promote FAO as the employer of choice and attract, recruit and retain highly qualified employees. The Organization is also reviewing its online presence to align it with the employer branding strategy promoted through the employment page, specialized websites and social media. The Office of Human Resources is reinforcing its staff with Talent Acquisition Specialists to support these initiatives.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
1.1 Definition of the employer branding strategy			
▪ Informal discussions with other UN agencies regarding best practices and successful approaches	Information collected	October 2018	Completed
▪ Definition of communication strategy with the Office of Corporate Communication (OCC)	Communication strategy defined	January 2019	On going
▪ Assessment of resources needed	Budget defined	January 2019	Review of the budget available is ongoing
▪ Endorsement of the employer branding strategy by senior management	Strategy approved	January 2019	On going
1.2 Hiring of Talent Acquisition Specialists			
▪ Issuance of the Call of expression of Interest	Issuance of the Call of expression of Interest on FAO website	June 2018	Completed
▪ Selection process and creation of a Roster of qualified Talent Acquisition Specialists	Closure of the Call in the system	September 2018	Completed

▪ Hiring of one Talent Acquisition Specialist to join the team in HQ	Issuance of consultancy contract	November 2018	Completed
▪ Evaluation of the need for Talent Acquisition Specialists in the Regional Offices	Assessment endorsed by Senior HR management	December 2018	On going
▪ Hiring of Talent Acquisition Specialists to join Regional Offices	Issuance of a consultancy contracts	January 2019	Following finalization of needs assessment and available budget
2. Outreach Activities			
<u>Overview</u> The Organization is increasing its efforts to improve the outreach activities aimed to promote job openings through different channels in order to attract highly qualified candidates and foster geographical representation. The applications received are the starting point of the selection process and, in an effort to increase the number of equitably represented countries, increasing the number of applications received from qualified candidates from non and under-represented countries is essential.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
2.1 Modernization of the employment webpage			
▪ Initial discussion between OHR and OCC	Strategy defined	October 2018	Completed
▪ Evaluation of external providers for the introduction of a chatbot in liaison with CIO	Proposal endorsed by Senior HR management	February 2019	On going
▪ Definition of layout and contents of the webpage in line with the employer branding strategy in liaison with OCC	Prototype ready	February 2019	On going
▪ Release of the new employment webpage	New employment webpage released	March 2019	On going

2.2 Renewed online presence of FAO as an employer			
▪ Renewal of partnerships with main international employment websites: Reliefweb, Devex, Development Aid, and ImpactPool	Partnership renewed	August 2018	Completed
▪ Increased use of corporate social media (LinkedIn, Facebook and Twitter) to promote Vacancy Announcements in liaison with OCC	Use of social media reinforced	September 2018	Completed
▪ Alignment of the use of social media with the employment branding strategy	Use of social media aligned with the employment branding strategy	February 2019	On going
▪ Alignment of the use of employment websites with the employment branding strategy	Use of employment websites aligned with the employment branding strategy	February 2019	On going
▪ Assessment of the impact of the renewed FAO online presence (number of views, number of applications from online sources, number of applications from online sources from targeted candidates)	Submission of assessment report to HR senior management	June 2019	
▪ Introduction of adjustment measures to online activities based on the outcomes of the assessment	Adjustment measures introduced	August 2019	
2.3 Partnership with sectorial periodicals			
▪ Advertisement of selected Vacancy Announcements on sectorial periodicals	Selected Vacancy Announcements advertised on sectorial periodicals	On a case-by-case basis	On going

▪ Evaluation of campaigns to be launched in sectorial periodicals in alignment with the employer branding strategy	Partnership with sectorial periodicals defined	February 2019	On going
▪ Assessment of cost	Budget defined	January 2019	Review of the budget available is ongoing
▪ Assessment of the impact of partnership with sectorial periodicals	Submission of assessment report to HR senior management	June 2019	
▪ Introduction of adjustment measures to partnership with sectorial periodicals based on the outcomes of the assessment	Adjustment measures introduced	August 2019	
2.4 Partnership with local recruitment service providers			
▪ Evaluation of specific requirements of the Regional Offices	Requirements of the Regional Offices defined	January 2019	On going
▪ Set up of partnership with local recruitment service providers	Partnership set up	March 2019	Under evaluation
▪ Assessment of the impact of partnership with local recruitment service providers	Submission of assessment report to HR senior management	June 2019	
▪ Introduction of adjustment measures to partnership with local recruitment service providers based on the outcomes of the assessment	Adjustment measures introduced	August 2019	
2.5 Recruitment Events			
▪ Participation in recruitment events in under-represented countries via decentralized network (staff from regional/liaison offices)	Attendance of main recruitment events in 2018	November 2018	Completed

▪ Identification of suitable recruitment events in 2019 via decentralized network (staff from regional/liaison offices)	Attendance to recruitment events in 2019	On a case-by-case basis	On going
2.6 Targeted online campaigns			
▪ Analysis of similar campaigns conducted by other UN agencies	Submission of assessment report to HR senior management	September 2018	Completed
▪ Evaluation of proposals from external providers	Submission of assessment report to HR senior management	September 2018	Completed
▪ Launch of targeted online campaigns	Targeted online campaigns launched	March 2019	On going
3. FAO Employment Network			
<u>Overview</u> The Organization is involved in the development of the FAO employment network as principal channel to disseminate Vacancy Announcements, with the aim to increase FAO outreach messages. The involvement of FAORs, Regional Representatives and Permanent Representatives in these activities is crucial to ensure better means for contact with local candidates and to promote FAO as a top-level employer around the world.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
3.1 Development of specific tools for the FAO employment network			
▪ Setup of a dedicated email account (talent-link@fao.org)	Email account set up	June 2018	Completed
▪ Development of informative documentation	Informative documentation released	December 2018	On going
▪ Opening of Call for spontaneous applications and issuance of sub-regional JPO opportunities	Call for spontaneous applications open	January 2019	On going

3.2 Involvement of FAORs and Regional and Sub-regional representatives			
<ul style="list-style-type: none"> Liaison with FAORs and Regional and Sub-regional Representatives to disseminate Vacancy Announcements 	Documentation shared with FAORs and Regional Representatives	On a case-by-case basis	On going
3.3 Involvement of Permanent Representatives			
<ul style="list-style-type: none"> Liaison with Permanent Representatives to disseminate Vacancy Announcements 	Documentation shared with Permanent Representatives	On a case-by-case basis	On going
4. Targeted Programmes			
<u>Overview</u> The Organization aims to elaborate targeted programmes to attract qualified candidates with internships and fellowships opportunities from non- and under-represented countries. The main goal is to increase the awareness about the work of the Organization in these countries and provide opportunities to local professionals to be exposed to the FAO work environment and FAO selection processes.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
4.1 Designing internships and fellowships opportunities			
<ul style="list-style-type: none"> Review of the FAO Global Internship, Volunteers and Fellows (IVF) Programme 	Reviewed IVF Programme launched in OHR	October 2018	Completed
<ul style="list-style-type: none"> Assessment of the current targeted internships and fellowships opportunities and evaluation of improvements 	Targeted programmes launched	March 2019	On going
<ul style="list-style-type: none"> Assessment of the impact of targeted programmes 	Report to HR senior management	June 2019	

5. Organizational culture			
<u>Overview</u> The Organization is preparing an internal communication campaign to foster the benefits of a diverse work environment. Dedicated contents and resources will be shared with the FAO employees to promote an organizational culture that values diversity. Hiring managers, in addition, will have access to targeted resources about how managing a diverse workforce and how effectively value diversity in the office.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
5.1 Internal communication campaign			
▪ Development of dedicated contents and resources in collaboration with OCC	Dedicated contents and resources developed	February 2019	On going
▪ Launch of the internal communication campaign	Internal communication campaign launched	April 2019	On going
5.2 On-line resources for hiring managers			
▪ Elaboration of specific contents	Contents completed	February 2019	On going
▪ Release of the on-line resources	On-line resources available	June 2019	On going

Action Plan for the achievement of gender parity of FAO staff

1. Leadership and Accountability			
<u>Overview</u> The support from senior management is essential to effectively implement the action plan. Therefore, the Organization is implementing different measures to ensure that hiring managers are fully aware and responsible of their role in achieving gender parity.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
1.1 Issuance of revised recruitment Guidelines			
▪ Review of the current guidelines and formulation of the new approach	New approach defined	October 2018	Completed
▪ Issuance of revised guidelines to reinforce the role of hiring managers as responsible of the gender target in different steps of the selection process	Revised guidelines released	January 2019	On going
1.2 Specific resources for senior manager on how to promote a Gender-Equal Workplace			
▪ Discussions among OHR, ESP and OSD	Common approach and goals defined	January 2019	On going
▪ Assessment of cost	Budget defined	February 2019	Review of the budget available is ongoing
▪ Elaboration of specific contents	Contents completed	March 2019	On going
▪ Release of on-line resources	On-line resources available	April 2019	On going

2. Recruitment, Retention, Progression and Talent Management			
<u>Overview</u> FAO is implementing measures to eliminate unconscious bias in different steps of the selection process and is introducing specific initiatives to support professional women in career progression.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
2.1 Removal of non-essential personal information of candidates during the selection process			
▪ Review of the current practice and formulation of the new approach	New approach defined	January 2019	On going
▪ Removal of personal information of candidates during the recruitment process, as marital status and number of children	Removal of personal information from Personal Profiles available to selection panels	February 2019	On going
2.2 Shared database and pipeline with Rome Based Agencies			
▪ Discussions among RBAs to review the current situation and define a new approach	Common approach and goals defined	January 2019	On going
▪ Creation of shared database and pipeline of qualified female candidates	Shared database and pipeline set up	March 2019	On going
2.3 Targeted outreach campaigns			
▪ Evaluation of proposals from external providers	Submission of assessment report to HR senior management	September 2018	Completed
▪ Analysis of similar campaigns conducted by other UN agencies	Submission of assessment report to HR senior management	September 2018	Completed
▪ Launch of targeted campaigns for female candidates	Targeted campaigns launched	March 2019	On going
▪ Launch of targeted campaigns for senior female candidates	Targeted campaigns launched	March 2019	On going

3. Enabling environment			
<u>Overview</u> The Organization has already endorsed the Enabling Environment Guidelines for UN System and is committed to maintain and reinforce specific measures to create a working environment that prizes diversity and flexibility, provides equal opportunities, recognizes that staff are also family and community members, and ensures a safe environment in which to work. Policies for the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation are in place and implemented, and FAO is actively involved in the CEB task force on addressing sexual harassment in the organizations of the UN system. FAO has already implemented a breastfeeding policy and introduced flexible work arrangements, such as flexible work schedules, teleworking, part-time employment, compressed work schedules and phased retirement.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
3.1 Policies for the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation			
▪ Release of mandatory e-learning on policies the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation	E-learning course released	October 2018	Completed
▪ Issuance of policies the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation	Policies issued	March 2019	On going
3.2 Flexible work arrangements			
▪ Issuance of policies for flexible work arrangements, such as flexible work schedules, teleworking, part-time employment, compressed work schedules and phased retirement	Policies issued	Before 2018	Completed

4. Organizational culture			
<u>Overview</u> The Organization is elaborating an internal communication campaign to foster the benefits of a diverse work environment. Dedicated contents and resources will be shared with the FAO employees to promote an organizational culture that values diversity. Hiring managers, in addition, will have access to targeted resources about how managing a diverse workforce and how effectively value diversity in the office.			
<u>Activities</u>	<u>Indicators</u>	<u>Timeframe</u>	<u>Status</u>
4.1 Internal communication campaign			
▪ Initial discussion between OHR and OCC	Common strategy defined	January 2019	On going
▪ Development of dedicated contents and resources	Dedicated contents and resources developed	February 2019	On going
▪ Launch of the internal communication campaign	Internal communication campaign launched	April 2019	On going
4.2 On-line resources for hiring managers			
▪ Elaboration of specific contents	Contents completed	February 2019	On going
▪ Assessment of cost	Budget defined	January 2019	Review of the budget available is ongoing
▪ Release of the on-line resources	On-line resources available	June 2019	On going