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para la
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FINANCE COMMITTEE

Hundred and Forty-seventh Session

Rome, 5 - 9 November 2012

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

Queries on the substantive content of this document may be addressed to:

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EXECUTIVE SUMMARY

- At its 144th Session in June 2012, the Council of FAO approved the proposed measures for institutional strengthening, including the transformation of the Human Resources Management Division (CSH) into the Office of Human Resources (OHR) located in the Apex and responsible for human resources policy and strategy, and the Human Resources Support Service (CSP) responsible for operational services and reporting to the Assistant Director-General, CS Department, with a functional linkage to OHR.
- In August 2012, following a review of human resources management undertaken by an external HR expert, the Director-General approved further adjustments to the Human Resources management structure, including the incorporation of the Administrative Law branch (formerly CSHL) in the Legal and Ethics Office (LEG). In response to concerns and questions raised in the June 2012 Council, the complete functional and reporting line of the Chief, CSP to the Director, OHR, was confirmed, thereby establishing and reinforcing the concept that the Director, OHR retains the overall responsibility and accountability for all relevant HR activities within the Organization wherever the activities are carried out, under the direct report of the Director-General, and with an enhanced engagement with senior management.
- As recognized by the Finance Committee at its 140th Session, the transformation of the HR function into a more effective strategic instrument is critical to the Organization's ability to plan and align its workforce capability with its strategic priorities, in particular, the strengthening of the Decentralized Offices Network. To that end, a major development in the current reporting period has been the establishment of a network of HR business partners in FAO Regional Offices, who will provide cross-cutting support in implementing HR policy in regional and field offices, coordinating core HR functions (recruitment, performance management, learning and development, etc.) and ensuring that regional requirements are related to OHR and reflected in HR decision making.
- This new structure for HR management meets the critical need for (i) close oversight and guidance of HR strategy and policy at the highest level of the Organization, facilitating transparent, decisive action on core staffing issues, and (ii) HR generalists partnering and collaborating with their respective leadership teams and line managers to support the delivery of programmes and optimize people management practices where services are needed - commencing at the Regional Office level with progressive roll-out to technical departments and divisions at Headquarters. It also paves the way for further streamlining and possible off-shoring of some HR services, including payroll, insurance and pensions and compensation.
- The 2010-2011 biennium marked the introduction of a Human Resources (HR) Strategic Framework and Action Plan governing the Organization's human resources management programme in a coherent and integrated manner, and enabling clear and transparent reporting to governing bodies on progress with HR reform initiatives. Its formulation facilitated the integration of both HR regular programme activities and the Immediate Plan of Action (IPA) initiatives into a single results-based management framework, which was revised in the current biennium to reflect new HR priorities.
- The 2012/13 HR Action Plan, attached as an Annex to this document, provides an update on progress with key HR initiatives grouped under six Organizational Outputs, which together support the transformation of HR from a primarily transactional function to a more strategic, proactive function with a strong business partner perspective, as foreseen in the IPA for FAO Renewal. Above all, the Plan continues to be focused on the vision of introducing an efficient, proactive and value-adding HR function which drives a culture of competence and high performance, continuous learning and excellence, and supports the Organization in securing the technical capacity and knowledge required to deliver its mandate.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to note the continued efforts to transform human resources management into a more proactive function with a strong business partner perspective, as reflected in the new structure for HR management.
- Members of the Finance Committee are invited to take note of progress with the HR initiatives included in the HR Strategic Framework and Action Plan 2012/13.

Draft Advice

- **The Committee took note of progress with the HR initiatives included in the HR Strategic Framework and Action Plan 2012/13, and continued efforts to transform human resources management into a more proactive function with a strong business partner perspective.**

Structure of the HR Management Function

1. At its 143rd Session in November 2011, the Council noted the priority accorded by the Director-General to enhanced management of human resources at FAO to enable the Organization to better deliver on its mandate and objectives. The strategic importance placed on more effective HR management is also a key component of the Director-General's commitment to successful completion of the FAO renewal process agreed by the Members following the IEE.
2. Accordingly, at its 144th Session in June 2012, the Council of FAO approved the proposed measures for institutional strengthening, including the transformation of the Human Resources Management Division (CSH) into the Office of Human Resources (OHR), located in the Apex and responsible for human resources policy, strategy and senior-level recruitment, and the Human Resources Support Service (CSP), responsible for operational services and reporting to the Assistant Director-General, CS Department, with a functional linkage to OHR.
3. In August 2012, following a review of human resource management undertaken by an external HR expert, the Director-General approved further adjustments to the Human Resources management structure, including the incorporation of the Administrative Law branch (formerly CSH) in the Legal and Ethics Office (LEG) and maintaining the Staff Relations function in the office of the Assistant Director-General, CS Department.
4. In response to concerns and questions raised in the June 2012 Council, the complete functional and reporting line of the Chief, CSP to the Director, OHR, was confirmed, thereby establishing and reinforcing the concept that the Director, OHR retains the overall responsibility and accountability for all relevant HR activities within the Organization wherever the activities are carried out. In this capacity, the Director, OHR is under the direct-report of the Director-General, with an enhanced engagement with senior management, and with full responsibility for the development and implementation of HR policy and strategy and its effective alignment with the vision and goals of the Organization.
5. The transformation of the HR function into a more effective strategic instrument is critical to the Organization's ability to plan and align its workforce capability with its strategic priorities, in particular, the strengthening of the Decentralized Offices Network. To that end, a major development in the current reporting period has been the establishment of a network of HR business partners in FAO Regional Offices, who will provide cross-cutting support in implementing HR policy in regional and field offices, coordinating core HR functions (recruitment, performance management, learning and development, etc.) and ensuring that regional requirements are relayed to OHR and reflected in HR decision making.
6. This new structure for HR management meets the critical need for (i) close oversight and guidance of HR strategy and policy at the highest level of the Organization, facilitating transparent, decisive action on core staffing issues, and (ii) HR generalists partnering and collaborating with their respective leadership teams and line managers to support the delivery of programmes and optimize people management practices where services are needed - commencing at the Regional Office level with progressive roll-out to technical Departments and Divisions at HQ. The establishment of HR Business Partners will also facilitate consistency and transparency in HR decision making, and support efforts to embed a unified approach to HR management in FAO.

Update on the 2012-13 HR Strategic Framework and Action Plan

7. The 2010-2011 biennium marked the introduction of a Human Resources (HR) Strategic Framework and Action Plan governing the Organization's human resources management programme in a coherent and integrated manner, and enabling clear and transparent reporting to governing bodies on progress with HR reform initiatives. Its formulation facilitated the integration of both HR regular programme activities and the Immediate Plan of Action (IPA) initiatives into a single results-based management framework, which was revised in the current biennium to reflect new HR priorities.
8. Significant achievements were realised in 2010/11 in terms of delivering on initiatives which had been called for under the Immediate Plan of Action (IPA), such as the introduction of a Junior Professionals Programme, a Performance Management Programme (PEMS), the implementation of a comprehensive management and leadership development curriculum, and the promotion of mobility amongst the workforce.
9. The 2012/13 Action Plan provides an update on progress with these and other key HR initiatives grouped under six Organizational Outputs. Together, they support the transformation of HR from a primarily transactional function to a more strategic, proactive function with a strong business partner perspective, as foreseen in the IPA for FAO Renewal. Above all, the HR Action Plan continues to be focused on the vision of introducing an efficient, proactive and value-adding HR function which drives a culture of competence and high performance, continuous learning and excellence, and supports the Organization in securing the technical capacity and knowledge required to deliver its mandate.
10. A status report on each key HR initiative is included below under the relevant Organizational Output. Members of the Finance Committee may wish to also review the corresponding summary contained in the HR Action Plan, attached as an Annex to this document.

Organizational Output 1 - Recruitment and Staffing

11. In the current reporting period, efforts have continued to streamline existing selection procedures in order to significantly reduce the current average recruitment timeframe for vacant positions. To that end, revised selection procedures for both (i) Professional staff and (ii) the Temporary Assistance Pool (TAP) have been drafted and are in the final consultation process. Once endorsed, the revised selection procedures, which will be implemented during the first quarter of 2013, have the potential to significantly reduce selection timeframes for Professional staff from the current nine months, and could generate an annual saving of up to USD 1.6 million in TAP costs, in addition to reducing staff time spent on recruitment activities in technical units.
12. The i-Recruitment system plays an important role in efforts to reduce recruitment timeframes. By the end of 2012, the system will be extended beyond Regular Programme-funded positions in the Professional category to also incorporate senior level positions. In addition, the FAO employment website has been redesigned to be uniform, interactive, and include a web-based portal.
13. Selection of the first cohort of Junior Professionals (JPs) was completed in July 2011, with five of the selected eighteen JPs placed in Headquarters departments and thirteen in decentralized offices. The JPP supports two key corporate objectives: the attraction and recruitment of staff from target groups (professional women and nationals from non- and under-represented countries) and the rejuvenation of the Organization's workforce. In support of those objectives, 61% of selected candidates in this first cohort are women and 61% are from non- or under-represented countries, including 39% from developing countries. Appointment of the second cohort of seven JPs has been slightly delayed until November 2012 due to budgetary discussions in the framework of the revised PWB 2012/13. All selected JPs in the second cohort will be placed in decentralised offices.
14. The latest report on geographic representation was published in August 2012. It reflected a reduction in the number of non-represented countries from 45 in January 2010 to 32 in July 2012; and that of over-represented countries from 13 to 4. It also indicated an increase in the number of equitably-represented countries from 116 in January 2010 to 137 in July 2012. Further efforts to

improve geographic representation include the development of departmental targets, scheduled for publication at the end of 2013. Overall, all gender and geographic representation targets for the previous and current biennium have already been met or exceeded.

15. While the methodology for calculating the geographic representation status of Member States has remained basically the same since it was originally approved in 2003, the number of staff members in the count increased in August 2011 to include staff members who are initially appointed to regular programme-funded positions and are subsequently transferred temporarily to non-PWB project positions, or are on secondment to other agencies, in support of the Organization's mobility programmes. The rationale for their inclusion is that all have return rights to regular-programme funded positions, and their return, which can happen at any time, could consequently result in the transition of a country from non and under- to equitably or over-represented. In August 2011, approximately 75 staff members carried this status and were absorbed into the count. This change was announced by the Director-General in his bulletin of 23 September, 2011 (DGB 2011/53) and Member States were provided with a detailed explanation in the Geographic Distribution report for August 2011, published on both the CSH Intranet and the Permanent Representatives website.

Organizational Output 2 - Competency Framework and Performance Management

16. In 2010/11, the HR Division conducted a number of focus groups with stakeholders across the Organization to develop a draft FAO Competency Framework. The Framework sets out the critical behaviours required of all staff to perform their functions - including effective communication, teamwork, respect for others and drive for results. Once endorsed, it will be progressively implemented throughout 2013 and 2014 within all related HR functions - job design, recruitment and staffing, performance management, and learning and development - to support FAO in recruiting, developing and retaining the talented staff it needs to fulfil its mandate.

17. In parallel, and in an effort to streamline the post management function, significant steps have been taken in the current reporting period to consolidate and reduce the excessive number of active job titles in FAO from approximately 735 to 165 (Professional and higher categories), and 340 to 25 (GS category) by developing generic job profiles (GJPs) and titles for each designated job family. Phase II of the Competency Framework project involves mapping the FAO competencies to these new GJPs, resulting in job descriptions that establish clearly both the technical skills and behaviours required for each position in the Organization. This mapping exercise is encountering a small delay vis a vis the original timeframe but is now scheduled for completion by April 2013.

18. Launched in 2010, the Performance Evaluation and Management System (PEMS), sought to "introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria" (IPA 3.7). After a two-year trial period, PEMS was implemented in January 2012 as the official tool for managing the performance of all staff on a fixed-term and continuing contracts.

19. Participation rates of staff in the 2012 Performance Planning phase, the first phase of the current cycle, show that 96 percent of staff completed the process, an increase of 11 percent from the previous year. A review of current procedures of the PEMS process is underway to make the process more streamlined while at the same time safeguarding the cornerstones of an effective performance management system in order to maximize its utility and ensure its sustainability.

20. Advancements have also taken place in terms of further educating staff and supervisors on the correct use and related benefits of PEMS. To build upon the initial training delivered during the rollout of the project, two new training courses were launched in 2012 focused on enhancing a culture of performance partnerships throughout the Organization. A course on managing staff performance and proactively addressing issues of underperformance tailored for managers was launched in May 2012. The first training session in a decentralized office was rolled out to the Regional Office for Latin America and the Caribbean in August 2012 and was well received. Two further regional offices will receive this training in 2012.

Organizational Output 3 - HR policies

21. Efforts to finalize a corporate staff mobility policy are ongoing. Since the introduction of Voluntary Guidelines on Staff Mobility in December 2010, the practice has been to match staff members who express an interest in mobility with available posts. In the 2010/11 biennium, 91 geographical mobility assignments took place. During the first six months of the 2012/13 biennium, 26 geographical mobility assignments have occurred, which places FAO on track to achieve its 2012 target of 50 and biennial target of 100 managed assignments. The draft policy on corporate staff mobility has been developed and is going through the clearance process. It includes the proposal that staff at P5 level and above will be expected to have undertaken at least one geographic mobile assignment prior to being considered for advancement. Implementation of the policy will commence upon endorsement of the policy.

22. In June 2012, the HR Gender Action Plan was issued following endorsement by the Director-General. The Plan contains a series of recommended activities aimed at achieving 50% female representation in the professional and higher categories, and provides the framework for the subsequent development of a gender policy. This policy, which aims to support efforts within the Organization to improve both the recruitment and retention of female staff, is now at draft stage and is scheduled to be submitted for formal consideration by the end of October 2012.

23. A number of additional HR policies/proposals have also been drafted during the current reporting period. A series of recommendations on revisions to the policy on the Employment of Retirees have been approved. Other draft policies are in the final consultation process, including: (i) a proposal for revisions to the Flexible Working Arrangements policy; and (ii) a proposal for amendments to HR Delegations. In addition, draft policies on (i) Rewards, Recognition and Underperformance; (ii) Prevention of Harassment and the Protection of Personal Data and (iii) Privacy Issues have been developed and are awaiting stakeholder feedback, prior to scheduled finalization by the end of 2012.

24. Work is also continuing on streamlining and improving efficiency in the recruitment of Non-Staff Human Resources (NSHR). Proposed policy changes are at an advanced stage that will result in greater transparency, consistency and equality in the establishment of remuneration packages, with honoraria more firmly linked to the value of the assignment outputs rather than the individual carrying out the work. The number of contract types has also been marginally reduced with further rationalization anticipated during Phase II of GRMS.

25. The Director-General has also instigated a more robust reporting procedure on the use of these resources, to ensure that the Organization is using NSHR in a manner that is appropriate for the applicable contract-type and represents optimum value for money. In particular, the roll out of GRMS is expected to not only generate efficient savings through the move to processing the payment of NSHR through payroll, but will also improve information held within the Organization's ERP, allowing for more accurate reporting on the use and cost of NSHR.

Organizational Output 4 - Learning and Development

26. In 2012, the Learning, Performance and Development branch developed its first corporate Learning and Development strategy, defining clearly the vision, purpose, outcomes and activities for staff development in FAO. The strategy defines three key objectives for the current biennium: (i) establish a learning and development framework including world-wide access to a corporate learning platform; (ii) develop the leadership competencies of FAO managers and potential managers; and (iii) develop and deliver learning and development programmes, including an Effective Country Programming (ECP) curriculum. The strategy is currently under review.

27. The need to provide increased learning opportunities for all staff - particularly those in Decentralized Offices - was identified in both the employee and Corporate Services survey in 2011. In July 2012, FAO successfully launched "learning@fao" - FAO's new web-based learning platform, offering employees access to training opportunities in 167 locations. More than 80 e-learning titles

were made available in the initial launch on a wide variety of topics including communication, management and leadership, IT, FAO & UN programming principles, and technical programmes. Since the launch, over 1,650 employees have accessed the system and 2,200 FAO learners have registered for a course.

28. Learning@fao will also be used to support the roll-out of the GRMS training programme in Regional and Country Offices. For the first time, all FAO offices worldwide and employees will have access to a single corporate system to manage their operations. This represents a major challenge as the change will require training on new processes and procedures between February and May 2013 in order for FAO to fully realise the benefits of new streamlined ways of working, and to support the vision of a global and integrated organization. Capacity in decentralised offices is at the core of the GRMS training strategy: the capacity of staff will be built through blended learning (e-learning tools and classroom training), as well as through a comprehensive programme of support provided by the GRMS project. The training will be based on a train-the-trainer approach, with selected staff receiving specialised classroom training in order to be able to train their colleagues in each Decentralised Office. GRMS procedures and system training materials will also be available on the virtual learning platform to support the face-to-face training.

29. Another notable achievement in the 2010-11 biennium was the development and implementation of a suite of management and leadership programmes, designed to enhance the managerial competencies of the existing and emerging leadership cadre (P4 level and above) in FAO. As at August 2012, 216 FAO managers have completed at least one module of the Effective Leadership and Foundations of Management course, and demand significantly exceeds available places, particularly for the latter course. Feedback remains consistently positive, averaging at least three on a four point rating scale for each of the key KPIs used to evaluate FAO learning & development programmes.

30. During the current reporting period, steps have been taken to redesign the Foundations of Management course, reducing delivery to one module and complementing the remaining face-to-face module with e-learning materials and webinar sessions in order to enable more staff to attend and reduce the costs of participation, particularly for Decentralized Office staff. For the first time, the Effective Leadership course will also be delivered in November in a Decentralized location - to twenty participants in RAP. Further rollout to Decentralized Offices is planned for 2013.

31. The second quarter of 2012 also marked the implementation of Virtual Assessment Reviews (VARs) to complement the Management Assessment Centres (MACs) run in conjunction with WFP. Both are designed to assess the managerial competencies of staff utilizing the six core UN senior management competencies. 49 participants (P4 level and above) participated in eight MAC sessions during the period January - July 2012, with all P5 participants subsequently receiving six hours of Executive Coaching. Since June 2012, results from the MACs and VARs have been systematically reviewed as part of the selection process for FAOR positions, and will henceforth be reviewed for all senior level positions in FAO.

32. In 2012, the Learning, Performance and Development Branch supported the Technical Cooperation Department with the launch of a series of Effective Country Programming (ECP) workshops, designed to "enhance capacities to improve the strategic focus, relevance and impact of FAO's work at country level". The project grew out of collaborative work across a number of FAO units representing country programming components, including Disaster Risk Reduction/Management, Country Work Plans (CWP), Project Cycle Management, Resource Mobilization and cross-cutting themes such as UN and FAO Reform, and UN Common-Programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management and capacity development, etc.).

33. To date, staff from 62 FAO Representations have participated in ECP workshops, which include the target audience of FAORs, Assistant FAORs (Programme), Emergency Coordinators, and members of regional and sub-regional Multidisciplinary Technical Teams. At the end of July 2012, all seven sub regions in Africa and the Near East hosted a workshop dedicated to ECP. The ECP delivery in SNO/SNG hosted government counterparts for the first time and was regarded as highly beneficial

both for FAO and the host government, the Sultanate of Oman. Feedback continues to be positive, with participants consistently reporting a higher confidence level after the workshops in their ability to apply the knowledge, skills and access to a support network for effective country programming.

34. FAO launched a career development programme in 2011 with the aim of providing employees with structured learning opportunities that develop knowledge, skills and experiences which guide career decision-making. Based on a consultative process with key stakeholders and a benchmark study of other UN Agencies, the focus has been to provide career support services, such as workshops in career management, personal history form and interview preparation, as well as career advice. In Headquarters, workshops in Career Management commenced in September with rollout to Decentralized Offices scheduled for 2013. A dedicated website and a Career Management Guide are scheduled to be launched in late 2012, to ensure that all employees have access to career related information. The Guide will be available in French and Spanish by mid 2013.

Organizational Output 5 - Social security, payroll, pension and medical insurance

35. A major initiative is underway in the Social Security, Pension, Medical Insurance and Payroll branch of the Human Resources Support Service (CSP). This initiative - incorporation of payment of all NSHR categories into the FAO payroll system in conjunction with implementation of the Global Resource Management System (GRMS) rollout - is on track for implementation in mid-2013. It will involve incorporating payment of over 8,000 individual NSHR into the system (representing over 50% of FAO's workforce), which requires more than 15,000 personnel transactions and 35,000 payments. A major reduction of manual effort and significant efficient savings are expected with the introduction of timesheets which will be automatically processed and will not require individual manual calculation of the amounts to be paid as was the case before GRMS.

Organizational Output 6 - Organizational Design and Workforce Planning

36. Following the launch of the Human Resources Management Information Reporting System (HRMIS) in 2010, managers are now able to access holistic, accurate and timely workforce information and analyze key HR metrics and other pertinent workforce information on a self-service basis. A subsequent stage of the HRMIS project, commenced in 2012 as part of the overall Global Resources Management System (GRMS) programme, will considerably enhance the ability of HRMIS to provide management with a comprehensive overall view of their workforce and further support them in making informed staffing decisions. This second phase will commence following implementation of the GRMS.

37. To complement the availability of detailed workforce data available at managers' desktops, the HR division is in the process of developing a workforce planning framework that will support managers in supply and demand analysis, i.e. projecting vacancies in the workforce and developing strategies to fill vacant positions. This will also include formulating succession planning scenarios. The conceptual framework is now in draft stage, with mechanisms to support the strategy due to be established in 2013.

ANNEX - FC 147/11

HR ACTION PLAN, 2012-13

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

HR Organizational Outputs

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

Progress Reporting

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

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

Colour-coded reporting system

The initiative has been **completed**

Progress towards implementation is **on track**

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

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

Activity **not yet underway**



1. Recruitment and staffing policies and procedures support timely and effective staff recruitment and placement and comply with established gender and geographic representation objectives.			
<u>Overview</u> This Organizational Output aims to establish selection and recruitment procedures that facilitate the achievement of gender parity and geographic balance, whilst continuing to uphold the paramount importance of competence and technical efficiency in selection decisions. Since highly qualified candidates are declining their offer of employment due to lengthy selection processes, measures are also being introduced to reduce recruitment timeframes. Once FAO's new Competency Framework is implemented, the overall recruitment and staffing process will be strengthened with the systematic and consistent inclusion of competencies in selection decisions.			
<u>Achievements in 2010/11</u> <ul style="list-style-type: none"> Revised procedures for the recruitment of Professional staff onto positions funded by the Regular Programme drawn up and approved. Increase in number of equitably-represented countries from 116 in Jan 2010 to 139 in December 2011. Reduction in number of non-represented countries from 45 in Jan 2010 to 31 in December 2011; and that of over-represented countries from 13 to 9. First cohort of Junior Professionals recruited, meeting gender and geographic representation targets. 91 of the targeted 100 geographic mobility assignments achieved in 2010/11. Roll-out of new iRecruitment system in October 2011. 			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
1.1 Streamlined selection procedures.			
<ul style="list-style-type: none"> Develop revised selection procedures for Professional staff 	Significant reduction of selection times from 9 months	End 2012	New procedures implemented in Q1 2013
<ul style="list-style-type: none"> Develop revised selection procedures for the Temporary Assistance Pool (TAP) 	Reduced staff time for recruiting units; savings of US\$1.6m in TAP staff costs	End 2012	Pending approval

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

2. An FAO competency framework provides a corporate context for job design, recruitment, performance management, and learning and development.			
<u>Overview</u> The aim of this Organizational Output is to create and implement a revised corporate competency framework that will be integrated across all HR functions and support recruitment, assignment, performance management and learning and development for staff at all grades and in all Departments and Offices. The competency framework will define the behaviours and soft skills that people need to be effective in their jobs.			
<u>Achievements in 2010/11</u> <ul style="list-style-type: none"> Completion of phase I of the project – development of the Framework (December 2011), incorporating feedback from a range of stakeholder groups. PEMS implemented as a two-year pilot in 2010/11 for staff on fixed-term and continuing contracts. PEMS Training Programme delivered throughout the Organization - Process training, behavioural training to support the performance process, and face-to-face or virtual Quality Review Sessions. PEMS online system launched in time for the 2010 PEMS cycle, enabling the corporate monitoring of data input and participation rates. 			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
2.1. Link the Competency Framework to HR processes: workforce planning, recruitment, performance management and learning and development.			
<ul style="list-style-type: none"> Map competencies to generic job profiles (GJPs) 	Competencies mapped to all GJPs	End 2012	Revised to April 2013
<ul style="list-style-type: none"> Integrate Competency Framework across all HR functions 	Full integration and utilization of Framework in all HR processes	End 2013	
2.2 Establish PEMS as an official record of staff performance with appropriate linkages to administrative actions, Rewards, Recognition and Sanctions policy and a Rebuttal process.			
<ul style="list-style-type: none"> Establish a framework for PEMS to support the monitoring of the overall implementation throughout the Organization 	PEMS framework established	Mid 2013	
<ul style="list-style-type: none"> Implement policies on the administrative actions, Rewards, Recognition and Sanctions linked to the PEMS process and a Rebuttal process. 	Policies are implemented with linkages to the PEMS process	Mid 2013	

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

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
3.3. HR Gender Action Plan and policy for gender equality are established.			
▪ Develop gender equality policy to support the HR Gender Action Plan	Policy finalized	Oct 2012	
3.4. Develop, implement and review further HR policies.			
▪ Develop draft proposal for revision to flexible working arrangements policy	Draft finalized	March 2012	Final consultation process
▪ Incorporate feedback in flexible working arrangements draft policy, finalize document and submit to DG for decision	Document finalized and submitted	April 2012	Final consultation process
▪ Review policy on employment of retirees (2 years after policy introduction), develop recommendations and submit for endorsement	Recommendations endorsed	June 2012	Endorsed Sept. 2012
▪ Review Junior Professionals and Internship programmes (introduced 2010)	Reviews completed and recommendations submitted	End 2013	
▪ Review and revise HR policies to ensure alignment with new corporate Competency Framework once endorsed	Policies reviews and changes proposed	End 2013	
3.5. Streamlining initiatives.			
▪ Review NSHR contractual modalities and develop recommendations	Review finalized and recommendations implemented	End 2012	Final consultation process
▪ Conduct critical review of HR delegations and develop proposal for amendments	Proposals developed and submitted	March 2012	Final consultation process
3.6. Prevention of Harassment policy revised and elearning course on the prevention of harassment issued.			
▪ Draft revised policy and submit to stakeholders for comment; update elearning courses and make available online	Policy and elearning courses finalized	End 2012	
3.7. Policy developed on the Protection of Personal Data and Privacy Issues			
▪ Develop and submit draft policy to stakeholders for comment	Draft policy finalized	End 2012	

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

<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
4.3. Implement a corporate learning platform to provide learning opportunities to all staff			
▪ Implement platform in accordance with project timetable	Phase I completed	July 2012	Ongoing usage
▪ Track usage and evaluate user feedback	First report on usage and feedback issued – ongoing reporting	End 2012 (first report)	Ongoing monitoring
4.4. Design and deliver management and leadership programmes and courses for FAO managers.			
▪ Deliver three cohorts of Effective Leadership and Foundations of Management courses in 2012, and support staff attendance at CGIAR and UNSSC courses	Positive feedback of at least three on four level scale for 4 core KPIs	End 2012	Attendance: 86 to date
▪ Deliver Effective Leadership course in one module as pilot in one RO	One EL course in a Regional Office as pilot – further RO courses in 2013	End 2012 (pilot)	Ongoing in 2013
4.5. Establish a process for managerial assessment that enables incorporation of assessment results in selection and reassignment decisions.			
▪ Establish an alternative Virtual Assessment process	VAR established and successfully piloted	June 2012	Attendance: 8 to date
▪ Deliver 10 Management Assessment Centre (MAC) sessions in 2012	80 participants at P4 level and above in 2012	End 2012 – ongoing 2013	Attendance: 48 to date
4.6. Career Support programmes linked to learning, PEMS and mobility are established and aligned with strategic objectives.			
▪ Develop Career Development framework and on-line access to career development information and tools.	Framework finalized; on-line access under development	April 2012	Revised to end 2012
▪ Establish career support programmes	Programmes established	End 2013	
4.7. Effective Country Programming learning programme designed and delivered to Decentralized Offices to ensure cohesion of country programming.			
▪ Deliver the ECP programme to CPF priority countries	52 CPF priority countries trained	End 2013	44 countries trained
▪ Enhance the growing ECP support network in Decentralized Offices	Increased numbers in network	End 2013	178 in network

5. Enhancements to social security, payroll, pension and medical insurance services are introduced to ensure that optimal and timely support is provided to FAO staff and those of other Rome-based UN agencies, as well as other international organizations.			
<u>Overview</u> This Organizational Output has one major objective in the current biennium: <ul style="list-style-type: none"> ➤ Incorporation of payment of all NSHR categories into the FAO payroll system in conjunction with implementation of the Global Resource Management System (GRMS) rollout. 			
<u>Achievements in 2010/11</u> <ul style="list-style-type: none"> ▪ Comprehensive cost/benefit analysis and scoping exercise conducted in July 2011 to determine advisability and feasibility of incorporating NSHR categories into payroll system conducted in collaboration with the GRMS team. 			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
5.1. Incorporate payment of NSHR categories into FAO payroll system and streamline processes			
<ul style="list-style-type: none"> ▪ Develop plan for incorporation of NSHR categories into payroll; define and design processes and implement in conjunction with the GRMS rollout 	Incorporation in tandem with GRMS release; new processes implemented	End 2012	

6. Effective organizational design and workforce planning in FAO is instituted.			
<u>Overview</u> This Organizational Output aims to develop a workforce planning framework in line with FAO's Strategic Objectives to support HR planning and develop comprehensive Generic Job Profiles (GJPs) to support organizational design, workforce planning and staffing processes.			
<u>Achievements in 2010/11</u> <ul style="list-style-type: none"> Comprehensive review of over 4000 active positions and 1000 job titles for the Professional and higher level categories with a view to significantly reduce and harmonize similar job descriptions. 			
<u>Major activities in 2012/13</u>	<u>Indicators</u>	<u>Target Timeframe</u> (at Jan 2012)	<u>Status</u>
6.1. Establishment and implementation of generic job profiles.			
<ul style="list-style-type: none"> Revise and harmonize job titles for GS and P category following comprehensive mapping and grouping of job families 	Revision of job titles completed	June 2012	
<ul style="list-style-type: none"> Develop GJPs within relevant job families for GS, P and D positions in consultation with stakeholders and incorporating new FAO competencies 	GJPs for all categories finalized	End 2012	<u>Revised to April 2013</u>
<ul style="list-style-type: none"> Adapt Oracle HRMS modules to accommodate GJPs 	Electronic repository tool for searching and filing established	Jan 2013	<u>Revised to Jan 2014</u>
6.2. Develop a workforce planning framework			
<ul style="list-style-type: none"> Develop conceptual workforce planning framework 	Framework developed	June 2012	Initial draft July 2012
<ul style="list-style-type: none"> Implement reporting and monitoring mechanisms to support supply and demand analysis 	Mechanisms in place	Jan 2013	Revised to end 2013
<ul style="list-style-type: none"> Undertake gap analysis, with outcomes feeding major HR functions, e.g. recruitment, learning and development, mobility and reassignment 	Gap analysis completed	Jan 2014	