



International Civil Aviation Organization

WORKING PAPER

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ASSEMBLY — 37TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 19: Human Resources management

HUMAN RESOURCES MANAGEMENT

(Presented by the Council of ICAO)

CORRIGENDUM NO. 1

Please replace pages 1 (cover page) and 2 of A37-WP/38 with the attached.



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Agenda Item 19: Human Resources management

HUMAN RESOURCES MANAGEMENT

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

This paper outlines the ongoing initiatives to improve human resources management and to promote ethics, efficiency and transparency throughout the Organization.

Action: The Assembly is invited to:

- a) endorse the measures taken by the Secretariat and the direction provided by the Council for the ongoing improvements of human resources management in the Organization;
- b) affirm the importance of attracting, retaining and motivating a competent and diverse workforce, capable of delivering outcomes of the highest standards through the ongoing assessment and recognition of their contribution to the achievement of the goals of the Organization; and
- c) request the Secretariat to continue its efforts towards the modernization of its human resources management policies, processes and systems that support the creation of a results-oriented culture through effective performance measurement and staff development.

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| <i>Strategic Objectives:</i> | This working paper relates to Supporting Implementation Strategies 1, 4 and 7. |
| <i>Financial implications:</i> | Not applicable |
| <i>References:</i> | Doc 7350, <i>The ICAO Service Code</i> |

1. INTRODUCTION

1.1 In 2005, the Council approved a Human Resources Management strategic framework, which was based on the recommendations of the International Civil Service Commission. In 2007, it also created a Standing Committee on Human Resources to provide, in close collaboration with the Secretary General, advice to Council on all aspects of human resources policies.

1.2 ICAO has embarked on a series of reforms in the management of its human resources to align itself with the best practices identified throughout the United Nations System. The reforms' aim is to assist the Organization in addressing the challenges it faces in terms of attracting, retaining and motivating a competent, mobile and diverse workforce, as well as to promote fairness, equity, integrity, efficiency, effectiveness, transparency and ethics throughout the Organization.

2. UPDATING THE ICAO SERVICE CODE

2.1 As the ICAO Service Code sets out the broad principles for the management of human resources of the Secretariat, the conditions of service and the basic rights, duties and obligations of members of the Secretariat of ICAO, the Secretariat undertook a comprehensive review of the Code, under the guidance of the Council, focusing primarily on the appointment and recruitment policy and on issues surrounding ethics.

2.2 The Council approved, in 2008, revisions to Annex IV A of the Service Code concerning the selection of D-1 and D-2 posts. With regard to ethics, the necessity to adhere to, and to promote the values of the United Nations Standards of Conduct for the International Civil Service adopted by ICAO was added in all vacancy notices. The Secretary General implemented, in February 2008, a new policy on disclosure of personal assets requiring staff members whose functions involve financial and procurement matters, as well as all staff at the D-1 level and above, to file annual financial disclosure and declaration of interest statements. In 2009, the Council approved, in principle, the introduction of new contractual arrangements based on the contract reform proposed by the ICSC and endorsed by the UN General Assembly, which aims at simplifying arrangements, increasing fairness and equity in treatment of staff and enhancing links with career management.

2.3 The comprehensive review of the ICAO Service Code resulted in the introduction of a number of new provisions related to ethics, including for example a reiteration of the principles, use of property and assets, financial disclosure, outside activities; a revised recruitment process; new provisions on performance and competency assessment, as well as on career management and staff development; and new types of appointment and related contractual arrangements.

2.4 The effective date of implementation of revised ICAO Service Code, as well as the revised Staff Rules and Personnel Instructions is planned for January 2011. An overall framework describing and explaining its various parts and related accountabilities is under development. ICAO will endeavour to mainstream ethics in all of its management, communication and oversight activities.

3. RECRUITMENT — ATTRACTING TALENT FOR A COMPETENT AND DIVERSE WORKFORCE

3.1 Efforts have focused on the modernization of the recruitment policies and processes, more specifically: