



International Civil Aviation Organization

WORKING PAPER

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ASSEMBLY — 37TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 21: Increasing the efficiency and effectiveness of ICAO

INCREASING THE EFFICIENCY AND PRODUCTIVITY OF ICAO

(Presented by the Kingdom of Saudi Arabia)

EXECUTIVE SUMMARY

Since its establishment, ICAO has endeavoured to carry out its functions efficiently and effectively. To achieve this objective, the Organization continuously develops internal working methods which will enable it to keep abreast with developments in the world of international civil aviation. There has also been in recent years a rapid succession of global developments in the field of management and control. ICAO has to catch up with such developments, for example, by improving internal control frameworks and introducing human resources strategies. This paper presents some aspects of ICAO's internal working methods which need improvement and makes suggestions for improvements.

Action: The Assembly is invited to:

- a) The Assembly is invited to instruct the ICAO Council to consider and to implement the suggested improvements in respect of the Human Resources Committee.

<i>Strategic Objectives:</i>	This working paper relates to Supporting Implementation Strategies.
<i>Financial implications:</i>	Not applicable
<i>References:</i>	C-WP/13569 JIU/REP/2007/5

1. INTRODUCTION

1.1 ICAO has various control and oversight levels within its organizational structure to ensure proper implementation of its functions and objectives. The Organization has three legislative, control and executive governing bodies, namely the Assembly, the Council of the Organization and the Secretariat. In addition, in the ICAO Secretariat there is the Evaluation and Internal Audit Office (EAO). The Organization also has an External Auditor. In 2008, the Council established the Advisory Group on Evaluation and Audit (AGEA) comprising of independent experts. The AGEA provides advice and guidance to the Council on ways of improving the Organization's performance, for example, by implementing risk management and internal control procedures. In March 2008, the Council established the Council's Working Group on Efficiency (WGOE) with the purpose of providing advice to the Council on ways of improving its efficiency and effectiveness. All of these measures aim to improve the efficiency and productivity of the Organization and the rationalization of its working methods.

1.2 In spite of the various control levels and the entities which make proposals for improvements, some shortcomings still need to be addressed and resolved in order to achieve the Organization's Strategic Objectives, which are security, safety, environmental protection and sustainable development of air transport. The following paragraphs will deal with some shortcomings, which, if resolved as suggested, would improve the Organization's working methods and rationalize its procedures.

2. DISCUSSION

2.1 Human resources

2.1.1 A report made by the Joint Inspection Unit (JIU) in 2007 entitled "Management and Administration at the International Civil Aviation Organization (ICAO)", contained the following remark: "As noted in the JIU 'Series on managing for results in the United Nations system: delegation of authority and accountability', acceptance of an RBM approach presupposes full administrative empowerment of the Secretary General. To facilitate this process, the Inspector believes that the Secretary General should be given full authority, with appropriate accountability, for the appointment and termination of all staff of the Organization. The Council currently participates in the appointment of Professional staff at the Director (D-2) level, but a Working Group of the Council recently put forward a recommendation that the Council should also participate in the appointment of staff at the level of Principal Officer, which is the equivalent of a D-1 in the United Nations. This recommendation would essentially allow the Council to enter even further into management responsibilities that would be clearly beyond its mandate¹".

2.1.2 In spite of the JIU remark, the Council established the Human Resources Committee in 2007, in order to reinforce and strengthen the ICAO policies and procedures in the field of human resources and to achieve transparency in appointments of senior staff. At the time, the ICAO Service Code needed amendment and there was no human resources manual. However, instead of being a temporary Committee, it has become one of the Standing Committees of the Council and its mandate has been extended to include appointments to the D-1 category, whereas it was originally limited to the D-2 category. Additional controls on appointment decisions were also subsequently approved: "...since early

¹ Paragraph 30 of the Joint Inspection Unit Report JIU/REP/2007/5 "Review of Management and Administration at the International Civil Aviation Organization (ICAO)" Civil Aviation Organization (ICAO)"

2009, the decision must now be approved in writing by the President of the Council for civil servants of P4 grade or higher²”.

2.1.3 The established Appointment and Promotion Board can enhance the value and increase the speed of the appointment process when the Human Resources Committee is not involved in the appointment process for the P category and if the overlap between the oversight roles of both bodies concerning the D category can be eliminated. Moreover, the work of the Human Resources Committee in its present form consumes considerable effort and time of the Secretariat, which provides administrative support for the Committee’s work and gives it priority over the human resources management of the Organization. In some cases, the intervention of the Committee in the appointments process in a detailed manner delayed appointments due to its meetings schedule.

2.1.4 Detailed intervention by the Human Resources Committee in the appointment of staff to the D-1 and D-2 categories and the requirement to obtain written approval by the President of the Council have decreased the decision-making level and responsibility of the Secretary General in the selection of senior level posts. As a result, the responsibility with which the Secretary General is charged, the choices he can make, as well as his accountability before the Council for his choices, have been diminished.

2.1.5 In view of the above, there is no need for the Human Resources Committee to continue its work as a Standing Committee of the Council. It can however continue as a temporary or ad-hoc Committee, constituted like the Audit Results Review Board (ARRB) and the Advisory Group on Evaluation and Audits (AGEA), so as to ensure continuity between the Secretariat and the Council and provide a control and oversight function concerning some appointments which may be affected by procedural flaws. The temporary or ad-hoc Committee can also provide advice, opinions and support to the Secretariat when it establishes human resources policy.

3. ACTION

3.1 The Assembly is invited to instruct the Council to consider the implementation of the proposal in paragraph 2.1.5 above, which seeks an alternative for the Human Resources Committee, currently a Standing Committee of the Council.

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² Paragraph 9 of C-WP/13569