



International Civil Aviation Organization

WORKING PAPER

A38-WP/75

EX/36

31/7/13

ASSEMBLY — 38TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 22: Human Resources management

HUMAN RESOURCES MANAGEMENT

(Presented by the Council of ICAO)

EXECUTIVE SUMMARY

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

Action: The Assembly is invited to note the on-going reforms undertaken and achievements made by the Organization to improve human resources management and to endorse the priority initiatives and future actions identified for further improvements in human resources management for the next triennium..

<i>Strategic Objectives:</i>	This working paper relates to Supporting Implementation Strategy – Management and Administration: Human Resources
<i>Financial implications:</i>	Not applicable
<i>References:</i>	Doc 7350, <i>The ICAO Service Code</i>

1. INTRODUCTION

1.1 ICAO has embarked on a series of reforms in the management of its human resources to align itself with the relevant best practices identified throughout the organizations and specialized agencies of the United Nations system, in such fields of talent management, performance management, contractual arrangements, staff mobility and ethics. The aim of these reforms 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. The main on-going reforms and initiatives to improve human resources management are summarized below.

2. *THE ICAO SERVICE CODE* AND OTHER HUMAN RESOURCES MANAGEMENT POLICIES

2.1 *The ICAO Service Code* consists of the Staff Regulations embodying the conditions of service and the basic rights, duties and obligations of staff members of the Secretariat. These Staff Regulations represent the broad principles for the management of human resources of the Secretariat of ICAO and serve as the basis for all human resources policies. Periodic reviews of *The ICAO Service Code* are required in order to ensure that its provisions reflect best practice and are responsive to evolving organizational needs.

2.2 With the view to increasing transparency and efficiency, the Ninth Edition of *The ICAO Service Code* was implemented on 1 January 2011, introducing revised recruitment processes for D-2 and D-1 posts; new provisions on performance and competency assessment, as well as on career management and staff development; new types of appointment and related contractual arrangements; and updated provisions on administration of justice. Effective 1 January 2012, further developments occurred in the area of ethics, with the implementation of the ICAO Framework on Ethics and related procedures. A further comprehensive review of the Staff Regulations, Rules and Personnel Instructions was undertaken in 2012 and 2013 in order to continue to streamline human resources management policies and practices, to further harmonize ICAO regulatory documents with best practices of United Nations system organizations, and to continue to improve overall organizational efficiency. The revised human resources management policy documents will be implemented in 2014.

2.3 A policy on the use of consultants and individual contractors was also implemented in November 2011. This policy has resulted in increased efficiency and transparency. Based on the experience gained thus far, some aspects of the policy have been strengthened to further improve transparency and efficiency. The use of the policy will continue to be monitored to ensure that it effectively responds to ICAO's organizational requirements.

3. STAFF MOBILITY

3.1 In 2012, further to the request of the Council, a Staff Mobility Policy was developed, based on voluntary managed reassignment and focussing primarily on functional mobility at the same duty station. The main objectives of the Staff Mobility Policy are to enable the Organization to meet its strategic goals and operational requirements by making it possible for staff with appropriate skills and qualifications to move at the same or different duty station, as and when required; and to provide staff with opportunities that enable the further acquisition of new skills, knowledge and experience within and across Bureaus/Offices and functions that contribute to their career development. The mobility policy will be implemented in 2014.

4. PERFORMANCE MANAGEMENT

4.1 As part of the measures taken to foster a results-oriented and performance-based culture through effective performance measurement and staff development, the performance assessment and review mechanisms were strengthened in 2011 in order to better evaluate and recognize the achievements, performance and competencies of staff. Further improvements to the overall performance management system are underway, through the introduction of new Staff Regulations in *The ICAO Service Code* on mechanisms to both reward outstanding performance and to address under-performance. Training on performance management has also been integrated in the Organization's training programme. Through these improvements, performance management in ICAO has been strengthened with the overall objective of fostering an enabling organizational culture where people strive to learn, grow and perform to achieve results.

5. LEARNING AND STAFF DEVELOPMENT

5.1 Staff are expected to upgrade their skills and expertise and the Organization supports their efforts to this end through the managerial and technical learning activities included in the ICAO training programme. During the 2011-2013 triennium, the scope of learning and training opportunities provided to staff was expanded. Management training and technical training continued to be prioritized, with the objective of strengthening the overall managerial skills of managers, and of assisting the technical staff to meet the technical requirements of their positions. Starting in 2012, mandatory training on ethics was also provided at all levels organization-wide, at both Headquarters and in the Regional Offices. An online e-learning system entitled iLearn was also launched in 2012, through which online courses are made available to staff. This new tool also serves as a course registration system and allows for the recording and monitoring of staff efforts to enhance their skills, knowledge and competencies. In addition, an agreement was reached with the United Nations in New York for access to an online e-learning library through Skillssoft Corporation, which will offer a broader range of online courses to ICAO staff at all locations, starting in 2013.

6. RECRUITMENT

6.1 Diversity of the workforce in terms of equitable geographical representation (EGR) and gender distribution in Professional and higher category posts remain the primary goals of the recruitment strategy and a major challenge for ICAO. Since the last Assembly, the number of Member States represented in the Secretariat has increased from 71 to 79, and as at 31 December 2012, women occupy 30.4 per cent of the posts in the Professional and higher categories. The Secretariat is committed to and has intensified its efforts to attract talent for a competent and diverse workforce. Examples of these efforts include enhancing recruitment policy and procedures, as well as internal monitoring and accountability for meeting diversity goals; strengthening outreach and development opportunities for candidates from unrepresented and below desirable level states, as well as for qualified women candidates; and developing succession planning strategies and procedures that are integrated with staff mobility and staff development policies. The Secretariat continues to actively communicate with Member States to encourage qualified candidates, especially from unrepresented and below desirable level States, to apply for ICAO jobs, and to explore new avenues for talent sources, such as the introduction of developmental programmes for young professionals.

7. OUTREACH

7.1 Pro-active outreach measures have been taken to assist in identifying and attracting qualified candidates for the future work of ICAO, with special attention to candidates from unrepresented and below desirable level States, as well as qualified women. Some of these measures include: i) the establishment of a

Young Aviation Professionals Programme, in cooperation with the International Air Transport Association (IATA) and Airports Council International (ACI), and through which young professionals will further expand their experience and knowledge over a twelve-month period by working directly on aviation programmes and focussing on the inter-relationships between regulatory activities and the airline and airport industries; ii) the launch of an *Aviation-related Internship Programme*, in collaboration with the International Aviation Women's Association (IAWA), through which unpaid internships are offered for a period of three to six months to qualified women in aviation; and iii) the design of a *Fellowship Programme*, on a cost-sharing basis, with aviation-related associations, through which qualified candidates from unrepresented or below desirable level States will obtain on-the-job practical experience in providing aviation assistance to States for a period of six to twelve months.

8. HUMAN RESOURCES AUTOMATION

8.1 Modernization of the human resources business processes continued in tandem with the implementation of automation improvements aimed to improve efficiency and responsiveness to programme needs. For example, with the introduction of an online recruitment system in 2011 and related workflows, the application process, communication with candidates, as well as parts of the recruitment process were streamlined and automated, which, combined with other policy and procedural improvements, resulted in an overall reduction in the recruitment timeline. Other technology improvements were made through the expansion of the leave management system, self-service facilities for staff, and development and automation of reports and statistics. Human Resources Sections also participated in the design and development of an in-house intelligent workflow system intended to further streamline processes and reduce service costs. The main thrust of these modernization and technology initiatives is to reduce the time required for human resources transactions so as to be able to provide a higher level of substantive and advisory support to clients.

9. FUTURE ACTIONS

9.1 Building on the achievements made to date, during the 2014-2016 triennium emphasis will be placed on the following priority initiatives to continue to improve human resources management and to work towards transforming the Organization to a performance-based culture:

- develop an ICAO human resources management strategic framework to demonstrate the value of modern human resources operations and how they interact with each other, and to promote the value that human resources management can contribute to the Organization and its programmes;
- implement an integrated performance management system, supported by staff development and mobility to assist in better meeting the operational needs of the Organization and its programmes as well as the learning and development opportunities for staff;
- combine workforce planning, succession planning, talent management and diversity strategies and policies to build a highly qualified, flexible and diverse workforce; and
- continue to modernize human resources processes with the view to maximizing efficiency and to assist in transforming the role of human resources from transactional to advisory.

10. CONCLUSION

10.1 The progress and achievements listed above have collectively contributed to the overall improvement of human resources management and to promote ethics, efficiency and transparency throughout the Organization. The priority initiatives identified for the coming triennium will further improve

human resources management, assist ICAO in meeting its strategic objectives and organizational requirements and ensure that ICAO remains an employer of choice as it continues to enhance its capacity to attract, retain and motivate the talent necessary to achieve its goals.

— END —