



A38-WP/386  
EX/132  
27/9/13  
**Revised**  
28/9/13

**ASSEMBLY — 38TH SESSION**  
**EXECUTIVE COMMITTEE**

**DRAFT TEXT FOR THE REPORT**  
**ON**  
**AGENDA ITEMS 22 AND 23**

The attached material on Agenda Items 22 and 23 is submitted for consideration by the Executive Committee.

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**Agenda Item 22: Human Resources management**

22.1 At its fifth meeting, the Executive Committee considered A38-WP/75 outlining the ongoing initiatives to improve human resources management and to promote ethics, efficiency and transparency throughout the Organization.

22.2 The Committee noted that Human Resources Management in ICAO continued to improve: *The ICAO Service Code* was further refined; an ICAO Framework on Ethics was implemented; the Staff Rules were reviewed to keep ICAO abreast of developments in the UN system and to reflect policy guidance from Member States; policies on Staff Mobility, performance management, learning and staff development, as well as outreach and targeted recruitment were either issued or enhanced; and modernization of human resources business processes continued in tandem with the implementation of automation improvements aimed to improve efficiency and responsiveness to programme needs.

22.3 The Executive Committee noted the achievements mentioned in A38-WP/75 and invites the Assembly to:

- a) Note the ongoing reforms undertaken and achievements made by the Organization to improve human resources management; and
- b) Endorse the priority initiatives and further actions identified for further improvements in human resources management for the next triennium.

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**Agenda Item 23: Status of ICAO workforce**

23.1 At its fifth meeting, the Executive Committee considered A38-WP/76 dealing with the status of the ICAO Workforce. This paper presented the status of the ICAO workforce for 2010, 2011 and 2012 and included the status of Equitable Geographical Representation (EGR) and Gender, together with an analysis of the Professional and Higher Category appointments and their impact on EGR and Gender, as well as Human Resources (HR) data on age, length of service and retirement projections. It also provided observations based on the statistics and outlined future actions on workforce planning, EGR and Gender.

23.2 The Executive Committee noted that with regard to EGR the number of Member States represented in the Secretariat had increased. With regard to Gender, the Committee welcomed the pro-active measures aimed at improving the representation of women in Professional and Higher Category posts in ICAO. It was acknowledged that this was a common goal for both the Secretariat and the Member States and that achievements resulting from joint efforts could serve as a model for the aviation sector.

23.3 With regard to workforce planning, the Committee highlighted the importance of advance planning to ensure timely filling of posts to optimize efficiency, taking into account all relevant budgetary and management considerations.

23.4 The Committee noted the information provided in WP/226 presented by China.

23.5 With the view to achieving and maintaining a diverse, flexible and motivated workforce, and with an emphasis on workforce planning and the corporate objectives of having as broad geographical representation as possible while working towards gender parity, the Executive Committee invites the Assembly to endorse the future actions outlined in the working paper, as follows:

- a) Workforce planning, including the development of succession planning strategies and procedures, that are integrated with staff mobility and staff development policies;
- b) Talent management strategies aimed at identifying, obtaining and retaining the right competencies at the right time, while ensuring that these strategies are inter-linked with other organizational strategies and measures aimed at capturing, sharing and transferring institutional memory and knowledge;
- c) Enhancing recruitment policy and procedures, as well as internal monitoring and accountability for meeting diversity goals; and
- d) Strengthening outreach and development opportunities for Professional and Higher category candidates from unrepresented and below desirable level States, as well as women candidates.