



**WORKING PAPER**

**ASSEMBLY — 39TH SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 24: 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) note the reforms undertaken and achievements made by the Organization to enhance the management of its human resources; and
- b) endorse the priority initiatives and future actions identified for human resources management for the next triennium, as presented in paragraph 9.1 of this working paper and in accordance with the operating plan for human resources management and its associated deliverables.

<i>Strategic Objectives:</i>	This working paper relates to Supporting Implementation Strategy – Management and Administration: Human Resources
<i>Financial implications:</i>	The activities referred to in this paper will be undertaken within the resources available in the 2017-2019 Regular Programme Budget and/or from extra-budgetary contributions.
<i>References:</i>	Doc 7350, <i>The ICAO Service Code</i> A39-WP/73 – <i>Status of ICAO Workforce</i>

## 1. INTRODUCTION

1.1 ICAO intensified its reform efforts to enhance the management of its human resources and to align itself with best practices in key strategic aspects of human resources management, notably in the areas relating to ethics, contractual arrangements and recruitment, staff mobility, learning and development, performance management and succession planning. The aim of these reforms is to assist the Organization in attracting, retaining and motivating a competent, mobile and diverse workforce, whilst promoting ethics and integrity, efficiency, effectiveness, transparency and consistency throughout the Organization. The main human resources management reforms and initiatives 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.

2.2 In 2014, the ICAO regulatory framework related to ethics was further strengthened with the implementation of an Anti-fraud and Anti-corruption Policy. Also in 2014, the granting of continuing appointments was introduced, on the basis of criteria established by the Council of ICAO.

2.3 Guidelines governing the use of secondments in ICAO were established in 2014, resulting in the harmonization and standardization of internal practices relating to third party expertise. In 2015, an additional level of oversight for secondments was introduced, with the establishment of the Council Committee on Cooperation with Third Parties (CC3P). An overarching policy for Council approval was also developed in 2016 to highlight the guiding principles for secondments in ICAO. These developments have contributed to a more robust framework for the management of secondments.

2.4 During the triennium, a comprehensive review of the recruitment policy and processes for D-2 and D-1 level posts was undertaken with the view to further increasing overall transparency, consistency, standardization and accountability throughout the process. A maximum duration and timelines for the recruitment process for all categories of staff were also established, as well related key performance indicators. These developments have resulted in a more rigorous recruitment process with a robust set of checks and balances, all aimed at maximizing the Organization's opportunities of attracting and recruiting the best talent to senior level posts within ICAO.

## 3. STAFF MOBILITY

3.1 Procedures on Staff Mobility Policy were implemented in 2014. Through mobility and rotation assignments, staff with appropriate skills and qualifications were able to either move within the same duty station or between different duty stations, as and when required, to meet the Organization's strategic and operational requirements. Mobility also provides staff with career development opportunities as it enables staff to acquire new skills, knowledge and experience within and across Bureaus/Offices.

## 4. PERFORMANCE MANAGEMENT

4.1 A training programme on performance management was launched in 2014 as part of the ongoing efforts to foster a results-oriented and performance-based culture. Amendments were also made to the online

performance and competency enhancement (PACE) system to further capture specific details of the learning and development goals and overall career aspirations of individual staff. Guidelines for the granting of staff awards were revised to cover the widest possible staff population. Through these improvements, performance management activities in ICAO have been strengthened.

## **5. LEARNING AND STAFF DEVELOPMENT**

5.1 Comprehensive Administrative Instructions on the ICAO Learning and Development Programme (LDP) were introduced in 2015. Training opportunities were made available to staff to develop and enhance their knowledge, skills and competencies to better support ICAO in delivering its Strategic Objectives. Management and technical training were prioritized, with the objective of strengthening manager's overall leadership and managerial skills and to assist technical staff in meeting the specific requirements of their positions. Mandatory training on ethics was also provided at all levels organization-wide. Options for online training solutions were expanded. During the triennium, there was a progressive increase in the number, variety and methods of training opportunities offered to staff at both Headquarters and Regional Offices.

## **6. RECRUITMENT**

6.1 The recruitment policy approved by Council represents best practice, based on the principles of competency, integrity and efficiency, and with consideration of equitable geographical representation (EGR) and gender. In common with all other UN Agencies, Funds and programmes, workforce diversity in terms of EGR and gender distribution in the Professional category continued to be a challenge for ICAO. Since the last Assembly, the number of Member States represented in the Secretariat has increased from 79 to 90, and as at 31 December 2015, women occupy 30 per cent of the Professional posts. Within ICAO, efforts were made to increase workforce diversity at both the policy and operational level, including, enhanced recruitment policy and procedures; strengthened outreach and development opportunities for young talented professionals from all regions of the world; roster development for candidates suitable for future consideration; and use of social media for the publication of ICAO vacancies. At the national level, proactive actions to attract women to the aviation sector, and to actively promote the development of women and opportunities for them to participate in the work of ICAO, would be required to assist in increasing the number of qualified women who will be available to compete for ICAO positions. ICAO will also engage with Member States in national and international fora with the aim of raising awareness and promoting efforts towards gender equality within the aviation sector.

## **7. SUCCESSION PLANNING**

7.1 Progress was made in the area of succession planning, through the inclusion of a component for vacancy risk management in the workforce planning process and the implementation of knowledge transfer exit protocol to assist in retaining the institutional knowledge of separating staff members. A leadership and management development training programme was introduced in order to enhance the managerial skills of staff and to assist in preparing the future leaders of ICAO. Job rotation also supported succession planning efforts by exposing staff to a variety of different tasks and functional areas, thereby broadening their knowledge and experience, and assisting them in transitioning to new roles and responsibilities.

## **8. HUMAN RESOURCES AUTOMATION**

8.1 Human resources business processes were modernized with the aim of improving efficiency and responsiveness to programme needs. Process enhancements were made through the clarification, standardization and documentation of procedures; expansion of automated self-service features; and increased

use of templates and automation of reports. Client services were improved through the launch of a new HR portal. Automation of transactions assisted in eliminating redundancies and in enhancing overall service delivery. An enhanced online recruitment system was procured, allowing for increased capabilities for the overall management of the recruitment process. The main thrust of these modernization and technology initiatives was to reduce transaction time and to provide a higher level of substantive and advisory support to clients.

## 9. FUTURE ACTIONS

9.1 Building on the achievements made to date, and in accordance with the operating plan for human resources management and its associated deliverables, emphasis will be placed on the following priority initiatives in order to further enhance the management of human resources, to have as broad geographical representation as possible while working towards gender parity, and to continue working towards transforming the Organization to a results-oriented and performance-based culture:

- **Diversity:** strategies to source talent and identify and attract to ICAO qualified candidates, especially from unrepresented and below desirable level States. In common with other UN Organizations, a strong emphasis will also be placed on the recruitment of women to professional and higher level posts;
- **Talent management:** strategies for staff development and career management, aimed at identifying, obtaining and retaining competencies required to meet the needs of the Organization, and at providing opportunities for staff mobility/rotation, where feasible;
- **Staff motivation** and retention strategies as a means towards fostering a highly professional and motivated workforce;
- **Performance management:** strategies for achieving a results-oriented, performance-based culture, with suitable tools and guidelines to assist managers in effectively managing staff to achieve desired results, and in linking the contributions of staff to corporate performance management;
- **Succession planning:** strategies for human resources, workforce and succession planning, aimed at ensuring that the programme and strategic objectives of the Organization are met in a timely manner, and at capturing, sharing and transferring institutional knowledge;
- **Staff welfare:** strategies to assist in meeting the overall well-being of staff and improved work-life balance; and
- **Automation:** further modernization and automation of human resources processes with the view to maximizing efficiency so as to assist in transforming the role of human resources from a transactional to advisory.

## 10. CONCLUSION

10.1 The progress and achievements detailed in this paper have collectively contributed to the overall improvement of human resources management, while promoting ethics, efficiency, transparency and accountability throughout the Organization. The priority initiatives identified for the coming triennium will further improve human resources management, greatly assist ICAO in meeting its strategic objectives and organizational requirements and ensure that ICAO remains an attractive employer of choice as it continues to enhance its capacity in order to attract, motivate and retain high quality talent that will be required in order for the Organization to achieve its goals.