



A39-WP/525  
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4/10/16

## **ASSEMBLY — 39TH SESSION**

### **REPORT OF THE EXECUTIVE COMMITTEE ON AGENDA ITEMS 24 AND 25**

(Presented by the Chairman of the Executive Committee)

The attached report on Agenda Items 24 and 25 has been approved by the Executive Committee.

*Note.— After removal of this covering sheet, this paper should be inserted in the appropriate place in the report folder.*

(3 pages)

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**Agenda Item 24: Human Resources Management**

24.1 The Committee, considered A39-WP/74, presented by the Council, outlining ongoing initiatives and future actions to improve the human resources management of the Organization and to align with best practices in order to assist the Organization in attracting, retaining and motivating a competent, mobile and diverse workforce.

24.2 The Committee noted that improvements had been made in the regulatory framework relating to ethics, contractual arrangements and recruitment, as well as in the strategic areas related to staff mobility, performance management, learning and development and succession planning. It was also noted that the modernization of human resources business processes had continued, in tandem with the implementation of automation improvements aimed at improving efficiency and responsiveness to programme needs. Building on achievements to date, the priority areas which will be pursued to make further improvements in human resources management in the next triennium will be focussed on diversity; talent management; staff motivation; performance management; succession planning; and staff welfare.

24.3 During the Committee's discussion, the importance of succession planning was highlighted.

24.4 Some delegations stressed the importance for the Organization to have continuity at the management level for the Strategic Objectives to better fulfil ICAO's mission; and that term limits at this level could unfavourably impact the continuity of ICAO's work and institutional memory of the Organization; the removal of such term limitations was recommended. It was clarified that this issue was under the purview of the Council and would be reviewed by the Council.

24.5 The Committee noted the information presented in A39-WP/423 by China.

24.6 In light of the discussion, the Executive Committee invites the Assembly to:

- a) note the reforms undertaken and achievements made by the Organization to enhance the management of its human resources;
- b) endorse the priority initiatives and future actions identified for human resources management for the next triennium, as presented in paragraph 9.1 of WP/74, in accordance with the operating plan for human resources management and its associated deliverables; and
- c) refer to the Council the issue of term limits at the management level, as described in paragraph 24.4 above.

**Agenda Item 25: Status of ICAO Workforce**

25.1 At its eighth meeting, the Committee considered A39-WP/73 (with Corrigendum No. 1), presenting a report on the composition of the ICAO Workforce as at 31 December for the years 2013, 2014, and 2015, including the status of Equitable Geographical Representation (EGR) and Gender, and an analysis of the Professional and Higher Category Appointments.

25.2 During the discussion, the importance of having an appropriately balanced distribution of Professional and Higher Category Posts was highlighted by some States, taking into account programme and organizational needs.

25.3 The Executive Committee invites the Assembly to:

- a) note the status report presented in WP/73; and
- b) urge Member States to collaborate with the ICAO Secretariat in the attainment and maintenance of a diverse, flexible and motivated workforce.

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