



International Civil Aviation Organization

**WORKING PAPER**

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**ASSEMBLY — 40TH SESSION**

**ADMINISTRATIVE COMMISSION**

**Agenda Item 51: 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 underway 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 11.1 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 2020-2022 Regular Programme Budget and/or from extrabudgetary contributions.
<i>References:</i>	Doc 7350, <i>The ICAO Service Code</i> A40-WP/030 – <i>Status of the ICAO Workforce</i>

## 1. INTRODUCTION

1.1 ICAO has continued with 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 (UN) system. 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 ongoing reforms and initiatives to improve human resources management are summarized below.

## 2. PEOPLE STRATEGY

2.1 ICAO's first People Strategy is being developed, drawing on best practice from within the UN system through a highly consultative process involving senior management and other key staff members, as well as a Focus Group of staff drawn from across the Organization, from different locations, functions, grades, ages, gender, ethnicity and so forth. Development of the People Strategy will be completed during 2019 to ensure optimal alignment with the 2020-2022 Business Plan and new triennium budget. The People Strategy reflects discussions since 2006 on the need for a Human Resources Framework at ICAO. The People Strategy aims to instil a culture in which all of the people who work at ICAO are recognized as agents of organizational impact. The Strategy presents the blueprint for how ICAO intends to reinforce, build, retain, and source its workforce, creating a more people-centred Organization focused on developing its people's capabilities to create efficient and effective delivery of its mandate. The People Strategy will also feature an Implementation Roadmap for Human Resources, managers and personnel, setting out the unique roles they play in its implementation.

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

3.1 A significant stride has been made towards ensuring proper accountability and a fair and ethical culture, when the Council took the lead in reviewing and strengthening the ICAO Ethics Framework under *The ICAO Service Code*. Furthermore, the Council took the lead in developing a Whistleblowing Policy that would complement the Ethics Framework, and increase staff confidence in reporting in good faith identified violations.

3.2 In view of the current state of affairs of human resources management in ICAO, the post of Deputy Director, Human Resources, Bureau of Administration and Services, which is deemed essential to the Organization, was re-instated.

3.3 Another major change was the promulgation of a United Nations General Assembly Resolution approving a revised compensation package for the Professional and higher categories across all entities in the UN system. This resulted in consequential changes to *The ICAO Service Code*, ICAO Staff Rules and Personnel Instructions, which were issued with phased implementation commencing 1 July 2016. The Council also approved an increase to the mandatory age of separation to 65 for all staff with effect from 1 January 2019.

#### 4. **WORKFORCE PLANNING**

4.1 Workforce planning is the systematic identification and analysis of the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so the Organization can accomplish its Strategic Objectives. ICAO has a number of initiatives underway to enhance workforce planning.

4.2 **Workforce trends analysis:** Reporting on the status of the ICAO workforce has been expanded to contain a three-year trend analysis for workforce planning purposes on posts and staff by appointment categories, major occupational groups, years of service, age groups, gender, geographical distribution and duty stations, and projected vacancies.

4.3 **Development of competency profiles for key occupational groups:** ICAO has categorized jobs into key occupational groups, and is currently standardizing the job descriptions and competency profiles for these groups. This will enable more effective identification of suitable candidates who possess the necessary skills and competencies for successful performance in these positions. This will also enable better targeting of development interventions to build the necessary skills and competencies of internal staff in critical areas.

4.4 **Expansion of workforce planning tool (eHRAP):** ICAO has continued to improve the electronic Human Resources Action Plans (eHRAP) tool originally launched in 2015. With the recent introduction of the Action Report, managers are better able to monitor their workforce plans, including vacancy and risk management, position management, upcoming retirements and projected vacancies. The eHRAP will continue to capture essential data for workforce planning, including risk assessment and mitigation measures for critical posts such as a back-up plan for temporary coverage, retention of institutional memory and knowledge transfer during the planning cycle. ICAO also plans to expand the reporting capabilities of the eHRAP to provide managers with more workforce analytics to facilitate planning and manage their vacancy risks.

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

5.1 The Learning and Development Programme has been expanded to include more training courses covering key skills and competencies. With the introduction of a new online Bureau/Office training plan request system, staff members and their managers have been empowered to submit their requests through a more transparent and efficient request system to address the priority training needs of the Bureau/Office. ICAO has also launched a new online resource library, containing courses in management and leadership skills and technology.

#### 6. **KNOWLEDGE SHARING / TRANSFER**

6.1 Knowledge sharing has been embedded in ICAO's *Competency Framework* under Communication, and is also included as a requirement in job descriptions and the Performance and Competency Enhancement (PACE) system. ICAO is currently enhancing the Knowledge Transfer Questionnaire online tool to facilitate its completion and to ensure effective handover to new staff. Staff members leaving the Organization are required, as part of the mandatory exit protocol, to complete the Questionnaire.

## **7. STAFF ENGAGEMENT SURVEY**

7.1 In 2017, a Staff Engagement Survey was conducted. Almost half of ICAO staff responded. The results of the survey showed many positive areas as well as other areas which need improvement. Around 90 per cent of staff are highly committed, understand ICAO's mandate, and believe that their work contributes to the Organization's success. The survey also showed increased satisfaction with opportunities for staff and career development. However, more than 40% of staff feel that ICAO does not deal effectively with underperformance, that a more transparent and fair awards and recognition system is needed, and that exceptional performance is not recognized. The Secretariat has developed guidance on addressing performance shortcomings which are detailed in a Performance Management Guide and it has recently prepared a Personnel Instruction on how to address underperformance, soon to be implemented.

7.2 The Senior Management Group has approved the following set of priority actions to be taken on the survey results: (i) enhancing performance appraisal; (ii) improving recognition and rewards; (iii) assisting staff to advance and develop; and (iv) strengthening internal communications.

## **8. PERFORMANCE MANAGEMENT**

8.1 Since 2017, staff contributions have become increasingly more visible through the linkages which have been made between the PACE reports of individual staff members and the Organization's Business Plan. The Organization has introduced a performance rebuttal process, and is currently developing new procedures and guidance for constructively managing underperformance, as well as recognizing and rewarding outstanding performance.

## **9. RECRUITMENT AND OUTREACH**

9.1 ICAO continues to invest in long-term talent development initiatives such as the Young Aviation Professionals Programme and the ICAO/IAWA<sup>1</sup> Aviation Scholarship Programme, which expands ICAO's pipeline of potential talent. Significant efforts have been made to raise ICAO's profile and employer brand through participating in job fairs and other suitable events where the objectives and work programmes of ICAO can be featured. The largest such event, the inaugural Global Aviation Gender Summit, was held in South Africa in 2018.

## **10. GENDER EQUALITY**

10.1 In 2017, further to Assembly Resolution A39-30, ICAO *Gender Equality Programme* promoting the participation of women in the global aviation sector, the Secretary General established the ICAO Gender Equality Programme. The Gender Equality Programme has four main objectives for effective implementation: (i) build capacity and enhance awareness for gender equality; (ii) enhance gender representation; (iii) increase awareness and accountability; and (iv) further engagement with external partners. The progress made by the Secretariat under the Programme is contained in the Assembly Working Paper on the Status of the ICAO Gender Equality Programme (A-WP/78).

## **11. FUTURE ACTIONS FOR THE NEXT TRIENNIUM**

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<sup>1</sup> International Aviation Women's Association (IAWA)

11.1 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;
- **Workforce and 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 transactional to advisory.

## 12. CONCLUSION

12.1 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 ongoing initiatives to further improve human resources management, most notably the development of the People Strategy, will 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.