



International Civil Aviation Organization

WORKING PAPER

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ASSEMBLY — 41ST SESSION

ADMINISTRATIVE COMMISSION

Agenda Item 54: Status of ICAO Workforce and 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.

This paper presents a progress report on the ongoing reform and modernization of the Organization's human resources management policies, practices, processes and systems, as well as future actions for further enhancement.

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) note the priority initiatives and future actions identified for human resources management for the next triennium, as presented in paragraph 10.1 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 all Strategic Objectives and Supporting Strategies.
<i>Financial implications:</i>	The ICAO activities referred to in this paper are expected to be undertaken within the resources available in the 2023-2025 Regular Budget and/or from extra-budgetary contributions as guided by the ICAO Business Plan 2023-2025.
<i>References:</i>	Doc 7350, <i>The ICAO Service Code</i> A41-WP/49 – Status of the ICAO Workforce A41-WP/48 – Measures towards gender equality at ICAO and the global aviation sector by 2030

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 United Nations (UN) system. These reforms aim to assist the Organization in addressing challenges and opportunities 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 was developed and implemented in 2019, drawing on best practices from within the UN system and following a highly consultative process across the Organization. In order to implement the People Strategy, ICAO launched several new programmes, including the Safe Workspace Initiative, Global Engagement, Teambuilding, Leadership Dialogue and organization-wide training programme on performance management as well as ethics and integrity training.

2.2 ICAO has committed to develop a new Human Resources Strategy in the next triennium, which will be multi-faceted and will depend on the concerted effort of human resources, staff and managers to collaborate and lead on matters of performance management, building capacity and skills and workforce planning. The Strategy will be structured around diversity, including equitable geographical representation and gender equality; succession planning and rejuvenation of the workforce; staff engagement and culture; talent focus, HR simplification, and modernization.

2.3 Given the importance of human resources management reforms in ICAO, the post of Deputy Director, Human Resources, Bureau of Administration and Services (ADB), which is deemed essential to the Organization, was re-instated and encumbered.

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

3.1 Significant strides were made in strengthening the regulatory framework to foster a strong organizational culture of ethics, transparency, and accountability. A code of conduct and new procedures for handling allegations of misconduct and retaliation by the President of the Council and the Secretary General were adopted. The ICAO Framework on Ethics (Annex I to the ICAO Service Code) was reviewed to include, *inter alia*, new procedures for handling misconduct by ICAO personnel, including the role of an independent investigative entity to handle and investigate allegations of misconduct and an enhanced policy on protection against retaliation to increase staff confidence in reporting allegations of misconduct in good faith and in cooperating with duly authorized audits and investigations. Finally, several administrative issuances were amended to better align with the revised Ethics Framework and UN best practices.

3.2 Following the amendments to the Framework on Ethics, the Staff Rules and Personnel Instructions were revised setting out procedures to address principally routine matters referred by the investigative entity to the Secretary General for action and to streamline the disciplinary and administrative processes to be implemented when allegations of misconduct are substantiated following

an investigation. A new dedicated position in ADB was established to support the implementation of these procedures.

3.3 In 2020, the Service Code and Staff Rules were amended establishing a new Appeals Board as a neutral first instance process in the administration of internal justice. In addition, Rules of Procedure were promulgated providing a framework within which appeals before the Board are handled. The new Appeals Board and Rules of Procedure aim to strengthen the fair and timely resolution of appeals by staff members.

4. RESPONSE TO THE COVID-19 PANDEMIC

4.1 From the earliest stages of the COVID-19 outbreak, the Organization has reacted promptly and effectively to ensure staff health and safety at the ICAO Secretariat and maintained a high quality of service delivery and support to its Member States. The Secretary General has activated the Business Continuity Plan (BCP) at Headquarters. The Secretariat has regularly disseminated safety and health communications, situational updates, well-being tips and resources through bulletins, while health and prevention measures have been routinely monitored and updated by the Bureau of Administration and Services, to ensure compliance with the host government pandemic guidelines.

4.2 During the pandemic, the ICAO Secretariat has converted its training programme into a virtual and online format, provided a repository of online learning resources, as well as curated learning courses for various learning paths on LinkedIn Learning. In addition, ICAO has rolled out a series of weekly mental health sessions as well as trainings on health related matters to support staff during the pandemic.

4.3 In support of the ICAO Business Continuity Plan during the pandemic, the Organization launched guidelines for Alternative Work Arrangements, which enabled ICAO staff members at all duty stations to telecommute and work remotely. To ensure that critical business processes continued to function seamlessly, several critical personnel were assigned to work in the office during the pandemic. In addition, multiple key business processes were streamlined and adapted to accommodate both remote and office work.

4.4 Following the deactivation Business Continuity Plan in April 2022, the ICAO Secretariat also introduced guidelines on the transition to the workplace. To support staff for better work-life balance for staff, the Organization is preparing flexible working arrangements, taking into account applicable UN best practices.

5. LEARNING AND DEVELOPMENT

5.1 The Learning and Development Programme has been further expanded including the design and rollout of new organization-wide programmes such as teambuilding programme, ethics and integrity trainings, performance management, and leadership sessions on global engagement. To assist staff in developing themselves despite the pandemic situation, training programmes were redesigned to a virtual format. Additional online tools were introduced to help staff members and their managers address their learning needs more efficiently. ICAO has also worked with UN-OICT to design and customize the learning management system solution under the Inspira system. To enhance staff learning and professional development on topics relevant to ICAO Standards and Recommended Practices (SARPs),

courses in the ICAO Global Aviation Training (GAT) portfolio were made available for ICAO staff on a complimentary basis. ICAO staff were given access to ICAO Training Packages (ITPs) hosted by ICAO at Headquarters or Regional Offices, delivered in virtual format, or to online courses hosted on the ICAO Learning Management System.

6. GLOBAL ENGAGEMENT SURVEY

6.1 Building and maintaining an engaged workforce is a key priority that derives from the People Strategy. Based on the lessons learned from previous surveys, ICAO has redesigned and launched a Global Engagement Survey (GES) in 2020 with the support of a specialized external survey provider. The survey covered 10 thematic areas: Career Development; Commitment; Communications; Culture and Values; Empowerment; Ethical Behaviour; Leadership and Direction; Performance Management; Recognition; and Staff Well-being.

6.2 Following the GES survey, the Secretariat set out five global priority actions to further promote staff engagement across the Organization. These include enhancement of the employee experience, the strengthening of ethical behaviour in the Organization, improving internal communications, and programmes to build and promote a culture of trust, teamwork, and performance. Bureaus and Offices have also examined their respective engagement survey results and formulated specific actions to enhance engagements within their Bureaus and Offices.

7. PERFORMANCE MANAGEMENT

7.1 Staff contributions have become more visible through the linkages which have been made between the PACE reports of individual staff members and the Business Plan. ICAO has rolled out a series of training and coaching on performance management and personal effectiveness across the organization. Further instructions on performance management as well as on addressing underperformance were established to guide staff and managers. A performance management dashboard was also developed to assist managers and staff in monitoring their completion progress in a transparent manner.

7.2 In 2019, the Organization introduced new guidelines on staff awards, which enhanced the transparency, fairness, and methodology for recognizing and rewarding outstanding performance. In order to simplify the nomination process, and further increase the transparency and visibility of award winners, a new online staff awards system was introduced in 2021.

8. WORKFORCE PLANNING

8.1 Reporting on the status of the ICAO workforce has been expanded to contain workforce trend analysis, and additional information and summary by different workforce categories as well as the status of vacancies and a list of projected vacancies at the Professional and Higher categories, in order to enhance the planning capacity of management. ICAO continues to enhance the annual reporting on the status of workforce, including a reference to the Business Plan, Operation Plan, and any actions identified in the Risk Management exercise, and information on the language abilities of ICAO staff.

8.2 To better retain institutional knowledge and organizational memory as well as build a better engagement strategy, ICAO continues to enhance the Knowledge Transfer Questionnaire tool and processes and conduct exit surveys of staff separating from the organization.

9. RECRUITMENT AND OUTREACH

9.1 ICAO continues to invest in long-term talent development initiatives such as the Young Aviation Professionals Programme, which expands ICAO's pipeline of potential talent. However, it should be noted that this Programme has been put on hold for the last two years, due to the COVID 19 pandemic and its impact on civil aviation. The Programme will be restarted in the near future, as soon as the conditions permit. Significant efforts have been made to raise ICAO's profile and employer brand through the use of social media (for example LinkedIn and Twitter), as well as participation in international job fairs and other suitable events where the objectives and work programmes of ICAO can be featured. Most of these events have been conducted virtually due to the pandemic.

10. FUTURE ACTIONS FOR THE NEXT TRIENNIUM

10.1 Building on the achievements made to date, and in support of the Business Plan and the transformational objectives of ICAO in the next triennium, emphasis will be placed on the following priority initiatives in order to further enhance the management of human resources and transform ICAO organizational culture and performance:

- **Diversity:** ICAO will enhance its talent outreach activities to broaden the pool of qualified candidates for ICAO posts and improving geographical and gender representation. ICAO will adopt a gradual and multi-pronged approach in reaching gender parity in line with UN Gender Parity Strategy, including in the areas of leadership and accountability, senior management, recruitment and retention, and creating an enabling environment. The Gender Equality Programme will be revised to further mainstream gender equality in ICAO;
- **Workforce and Succession Planning:** As an essential part of effective workforce planning, ICAO will invest more efforts in succession planning and rejuvenation of workforce. The organization will also provide a career development support programme, update its competency frameworks, as well as develop skills inventory and mapping to fill gaps and prepare staff for future opportunities and address the evolving workforce needs;
- **Staff Engagement & Culture:** ICAO will create a value-led "climate" where our culture is felt and understood all across the organization. The values of Integrity, Professionalism, and Respect for Diversity become palpable and visible. Zero tolerance for sexual harassment is integrated into the way ICAO does work every day. Specific activities include gap year Pulse surveys, Internal Communications plan for Staff and Vision to Value sessions, 360 value assessments;
- **Talent Focus:** ICAO will be positioned as a great place to work and an employer of choice for current and future Talent. Specific activities include Talent outreach on

LinkedIn and other platforms, stay and exit interviews, detailed training on technical, leadership, and other soft skills;

- **HR Simplification:** ICAO will increase HRs accessibility and close the gap between intention and perception by simplifying our products, processes, policies and presence. Specific activities include increased HR partnership, regional focus, policy simplification & HR standardization;
- **Learning and development:** Investing in staff and career development will be the key to success in achieving the ICAO business plan. ICAO will build and maintain strong leadership at all levels of the organization through continuous leadership development programmes. ICAO will also enhance the support and provision of language learning across the organization in line with the ICAO Multilingualism Strategy;
- **Performance management:** Building and maintaining a high-performance culture continue to be a key priority. ICAO will provide staff and managers with performance management training and coaching, and simplify and improve tools and guidelines to assist managers. ICAO will continue to partner with UN-OICT to design and rollout the e-Performance module on the Inspira system;
- **Duty of care:** ICAO has a responsibility to protect and care for the wellbeing of our personnel, promote work-life harmony, ensure an enabling workplace that is free of any form of harassment and abuse, and provide a safe space for creativity and innovation. Specific activities include the development of flexible working and teleworking arrangements, implementation of the UN mental health strategy, as well as continuing the ongoing efforts in the prevention of sexual harassment, and rollout of training programmes on ethics and integrity; and
- **Modernization:** As part of the transformational objective on digital transformation, ICAO will modernize its practices and add speed and efficiency to the decision-making by leveraging Data and Technology across the Employee Life cycle. Specific activities include the introduction of Service Level Agreements following process automation.

11. CONCLUSION

11.1 The progress and achievements detailed in this paper have contributed to the overall improvement of human resources management and reflected the Organization's new focus on building a more engaged workforce that is based on a culture of trust, teamwork, and performance.

11.2 The ongoing initiatives and future actions to further improve human resources management, most notably the development of a modern Human Resources Strategy and implementation of innovative HR practices, will enable the Organization to attract and retain a competent and diverse workforce, with the highest level of integrity, which are required to implement ICAO Strategic Objectives.