



**WORKING PAPER**

**ASSEMBLY — 37TH SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 20: 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) endorse the measures taken by the Secretariat and the direction provided by the Council for the ongoing improvements of human resources management in the Organization;
- b) affirm the importance of attracting, retaining and motivating a competent and diverse workforce, capable of delivering outcomes of the highest standards through the ongoing assessment and recognition of their contribution to the achievement of the goals of the Organization; and
- c) request the Secretariat to continue its efforts towards the modernization of its human resources management policies, processes and systems that support the creation of a results-oriented culture through effective performance measurement and staff development.

<i>Strategic Objectives:</i>	This working paper relates to Supporting Implementation Strategies 1, 4 and 7.
<i>Financial implications:</i>	Not applicable
<i>References:</i>	Doc 7350, <i>The ICAO Service Code</i>

## 1. INTRODUCTION

1.1 In 2005, the Council approved a Human Resources Management strategic framework, which was based on the recommendations of the International Civil Service Commission. In 2007, it also created a Standing Committee on Human Resources to provide, in close collaboration with the Secretary General, advice to Council on all aspects of human resources policies.

1.2 ICAO has embarked on a series of reforms in the management of its human resources to align itself with the best practices identified throughout the United Nations System. The reforms' aim 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.

## 2. UPDATING THE ICAO SERVICE CODE

2.1 As the ICAO Service Code sets out the broad principles for the management of human resources of the Secretariat, the conditions of service and the basic rights, duties and obligations of members of the Secretariat of ICAO, the Secretariat undertook a comprehensive review of the Code, under the guidance of the Council, focusing primarily on the appointment and recruitment policy and on issues surrounding ethics.

2.2 The Council approved, in 2008, revisions to Annex IV A of the Service Code concerning the selection of D-1 and D-2 posts. With regard to ethics, the necessity to adhere to, and to promote the values of the United Nations Standards of Conduct for the International Civil Service adopted by ICAO was added in all vacancy notices. The Secretary General implemented, in February 2008, a new policy on disclosure of personal assets requiring staff members whose functions involve financial and procurement matters, as well as all staff at the D-1 level and above, to file annual financial disclosure and declaration of interest statements. In 2009, the Council approved, in principle, the introduction of new contractual arrangements based on the contract reform proposed by the ICSC and endorsed by the UN General Assembly, which aims at simplifying arrangements, increasing fairness and equity in treatment of staff and enhancing links with career management.

2.3 The comprehensive review of the ICAO Service Code resulted in the introduction of a number of new provisions related to ethics, including for example a reiteration of the principles, use of property and assets, financial disclosure, outside activities; a revised recruitment process; new provisions on performance and competency assessment, as well as on career management and staff development; and new types of appointment and related contractual arrangements.

2.4 The effective date of implementation of revised ICAO Service Code, as well as the revised Staff Rules and Personnel Instructions is planned for January 2011. An overall framework describing and explaining its various parts and related accountabilities is under development. ICAO will endeavour to mainstream ethics in all of its management, communication and oversight activities.

## 3. RECRUITMENT — ATTRACTING TALENT FOR A COMPETENT AND DIVERSE WORKFORCE

3.1 Efforts have focused on the modernization of the recruitment policies and processes, more specifically:

- a) the introduction of competency requirements in vacancy notices and competency-based interviewing techniques clearly outlining the requirements of each post and assessing candidates in a fair and objective manner;
- b) increased transparency through the prompt publication on the Council and Secretariat websites of appointment decisions; and
- c) the reduction of the overall recruitment timeline to ensure timely filling of posts and the effective delivery of programmes.

3.2 Diversity of the workforce in terms of equitable geographical representation (EGR) and gender parity in Professional and Higher categories posts remain primary goals of the recruitment strategy and a major challenge for ICAO. Since the last Assembly, the number of Member States represented in the Secretariat has remained constant; however, the percentage of women in Professional and Higher categories grade levels has increased and reached its highest level in December 2009 at 31.5 per cent. In comparison, as at 31 December 2009, the overall percentage of women in Professional and Higher categories in organizations of the United Nations Common System reached 40 per cent. Statistics on female staff by grade as a percentage of total Professional staff in UN organizations are provided in the Appendix to this paper.

3.3 The Secretariat will continue its efforts to attract talent for a competent and diverse workforce. These would include active communication and cooperation with Member States to encourage qualified candidates from unrepresented and below desirable level countries and women to apply for ICAO jobs, as well as the exploration of new avenues, such as the introduction of developmental programmes targeting specific populations.

#### **4. PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT — RETAINING AND MOTIVATING TALENT**

4.1 The Secretariat introduced, in 2007, a new performance management system called Performance and Competency Enhancement (PACE). The main characteristics to this new system are:

- a) the establishment of a link between the key tasks assigned to individual staff members and the business and operational plans of the Organization;
- b) a shift of emphasis from outputs to results in order to increase coherence with the result-based management approach adopted by the Organization;
- c) the definition and assessment of core and managerial competencies to enhance both professional and behavioural skills necessary to deliver the desired results;
- d) the establishment of a link between the assessment results and the design and implementation of staff development and learning activities; and

4.2 The PACE system enhances the responsibilities and accountability of supervisors and staff: from the identification, assignment and communication of tasks that contribute to the overall achievement of the strategic objectives of the Organization, up to the identification and proposals of remedial actions related to individual skill gaps, as well as the recognition of overall contribution. The results of the annual assessment also form the basis for career management decisions such as the extension or renewal of contracts. They are also taken into account in the selection and promotion of staff members.

4.3 Recognizing the need to invest in its staff so that they remain current with developments in their field of work and taking into account the results of the PACE, training programmes aiming at improving the technical and managerial skills and the competencies of the staff were delivered throughout the Organization and for all categories of staff.

4.4 Improvements to the PACE system are planned for 2011 to enhance the link between business plans and individual performance, to better distinguish between the various levels of performance, identify developmental areas, reward of contributions and, if necessary, sanction poor performance. Staff development and training activities will continue to be focused on the managerial skills that support increased effectiveness, including modern techniques of project management, risk management, as well as on enhancing the technical skills and knowledge of staff in all locations.

## 5. **MODERNIZATION OF ADMINISTRATIVE PROCESSES THROUGH THE USE OF NEW TECHNOLOGY**

5.1 Efforts have also been devoted to the use of new technologies with a view to increasing transparency, effectiveness and efficiency. For example, the Secretariat and Council websites are used to promptly communicate human resources management-related policies and decisions; the PACE mechanism includes a modern electronic and web-based reporting tool to support communication and the monitoring of compliance; the implementation of an HR/Payroll module of the IRIS system to increase efficiency; and, the implementation of an E-recruitment module to enhance timely communication with applicants on the status of recruitment and to facilitate processing of applications.

5.2 The application of new technologies will continue to be considered in the development of all new Human Resources systems such as on-line training registration and E-learning programmes for both internal and external audiences.

## 6. **CONCLUSION**

6.1 The update of the ICAO Service Code, the revised recruitment policy, processes and methods, the enhancement of the performance management system, the acquisition of new skills and knowledge through training opportunities, as well as the increased use of new technology contribute to increasing fairness, equity, transparency, effectiveness and efficiency within the Organization.

In summary, significant progress has been made in the management of ICAO's human resources. Ongoing reforms and modernization of HRM are required to ensure that ICAO remain an employer of choice and enhances its capacity to attract, retain and motivate the talent necessary to achieve its goals.

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APPENDIX

STATISTICS ON GENDER IN UNITED NATIONS ORGANIZATIONS

Female staff by grade as a percentage of total Professional staff as at 31 December 2009\*

ORGANIZATION	P-1	P-2	P-3	P-4	P-5	D-1	D-2	UG**	TOTAL
UN	63	55	41	36	30	27	24	25	39
UNDP	75	62	55	40	39	38	29	36	45
UNFPA	100	76	57	45	49	43	33	100	51
UNOPS	0	45	31	30	22	18	0	0	30
UNHCR	0	47	42	42	35	36	31	67	41
UNICEF	44	67	54	48	42	41	45	50	50
UNITAR	0	58	64	22	40	50	0	0	48
UNRWA	0	78	53	37	17	29	0	50	38
ITC	40	53	38	29	19	67	0	100	36
ICSC	100	100	25	33	100	0	0	0	38
ICJ	0	45	76	45	20	0	100	0	55
UNJSPF	0	0	37	42	47	0	50	0	37
UNU	0	33	36	7	0	0	0	0	14
ILO	0	63	61	41	31	48	30	42	44
ITCILO	0	70	38	37	38	0	0	0	41
FAO	12	61	43	25	22	12	26	13	32
WFP	100	55	39	40	38	31	25	60	41
UNESCO	59	67	54	44	38	23	28	18	49
WHO	64	53	52	43	31	21	24	27	38
PAHO	50	62	56	38	39	38	0	0	43
UNAIDS	0	100	57	56	37	40	30	33	47
ICAO***	0	65	42	28	15	6	60	0	31
UPU	60	50	21	17	25	25	0	0	24
ITU	50	33	51	29	16	8	10	0	32
WMO	0	45	45	34	20	29	20	0	30
IMO	0	71	63	35	31	11	50	0	42
WIPO	0	74	57	41	29	7	17	13	41
IFAD	33	59	72	40	26	36	36	33	45
UNIDO	58	37	39	24	14	26	14	0	28
IAEA	63	36	30	22	15	13	22	13	23
UNWTO	50	40	54	38	0	0	0	0	38
<b>TOTALS</b>	<b>54</b>	<b>57</b>	<b>45</b>	<b>38</b>	<b>32</b>	<b>29</b>	<b>27</b>	<b>27</b>	<b>40</b>

\* Table 11C of CEB/2010/HLCM/HR/24, refers

\*\* UG = Ungraded positions (Under Secretary General and Assistant Secretary General)

\*\*\* Excluding staff on leave without pay, on loan/secondment, or funded by Trust Funds or Other Funds.