



**FICSA/C/62/R.1**

## **FICSA Council**

**62<sup>nd</sup> Session – UNESCO Paris – 2 to 6 February 2009**

# **REPORT OF THE 62nd SESSION OF THE FICSA COUNCIL**



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FEDERATION OF INTERNATIONAL CIVIL SERVANTS' ASSOCIATIONS

FEDERATION DES ASSOCIATIONS DE FONCTIONNAIRES INTERNATIONAUX

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## **Report of the 62nd session of the FICSA Council UNESCO, Paris, 2 to 6 February 2009**

### **Opening session (Agenda item 1)**

1. The President of the Federation of International Civil Servants' Associations (FICSA), Mr. Edmond Mobio, opened the sixty-second session of the FICSA Council at the United Nations Educational, Scientific and Cultural Organization (UNESCO) on 2 February 2009 at 9.40 a.m. He welcomed the participants to the meeting, the organization of which bore testimony to the administrative support of the UNESCO Administration and the stalwart efforts of the local staff union, UNESCO/STU. The meeting itself would have to address a host of very important issues, which, he was confident, the participants would address with due care and attention.
2. On a more tragic note, the President recalled that in the course of the previous year, no less than 35 colleagues had died in active service for the United Nations. He called upon Council to observe one minute's silence in honour of those who had tragically lost their lives in the past year while serving the United Nations.
3. Mr. Koïchiro Matsuura, Director-General of UNESCO, welcomed FICSA to UNESCO, a house of dialogue and consensus-building. He expressed personal satisfaction in being associated with the work of the Federation. In December 2005, he had had the honour of awarding FICSA the René Maheu International Civil Service Prize in recognition of its activities 'in defence of international civil servants before inter-agency bodies and the legislative organs of the United Nations and the common system'. On that occasion a two-day round table had been organised by UNESCO/STU and FICSA to discuss the future of staff representation.
4. FICSA had been the voice of staff in the Fifth Committee and all inter-agency organs for fifty years. The continuation of a constructive dialogue between management and staff was indispensable. For its part, UNESCO was committed to facilitating and broadening that dialogue and the related process of consultation.
5. The Director-General expressed his support for the endeavours of FICSA to foster the development of the international civil service in accordance with the principles laid down in the United Nations Charter. The issues to be discussed in Council constituted important aspects of integrated human resource policies that he had put in place in UNESCO. Furthermore, the Chief Executives Board (CEB) under the leadership of Mr. Ban Ki-moon was paying renewed attention to ensuring that the UN system retain its status as a good employer in terms of both general working conditions and security, especially in the field. He assured Council that he would brief the CEB on the Federation's meeting.
6. The UN reform process would clearly shape the future strategic orientation of staff associations/unions and the Federation, which were key to its success. Individual staff associations/unions also played an important role – both in ensuring the respect of staff rights by administrations and contributing to a positive image of the international civil service.
7. In closing he acknowledged the positive example set by FICSA. It exemplified the ways in which international civil servants demonstrated their commitment to the common cause: a commitment that both honoured the international civil service and contributed to its success.

8. Two keynote speakers had been invited to address Council at a special session in the afternoon of the first day. The first keynote speaker was Mr. Kingston Rhodes, Chair of the International Civil Service Commission (ICSC). He expressed his appreciation at being invited to address the Council at its opening session. His presence bore testimony to the importance he attached to the Federation's participation in the work of the ICSC. The consultative process was the cornerstone of the Commission's work. The role of staff representatives in advancing that process had been invaluable not only to common system staff, but also to the Commission as it sought to improve the conditions of service.

9. For the past few years the ICSC had been embroiled in what had proven to be its most formidable challenge: reforming and modernizing the compensation structure so that the common system might recruit and retain staff of the highest quality and reward them on the basis of merit and competence. Many an ambitious goal had been set, some of which had been met, while others had eluded the Commission. The ICSC had sought to introduce pay-for-performance and broad-banding and a new framework for contractual arrangements had been designed. New methodologies were being explored out of a sense of real necessity. The certainties of old methodologies, some of which had been in place for over fifty years, had since gone. Throughout that process, the collaboration and cooperation of the FICSA membership had been key to engendering trust and confidence.

10. The responsibility that devolved upon those who worked daily to build better lives for people everywhere was great. The Federation was tasked to ensure fairness and equity and safeguard the interests of those who worked to deliver the mandates set by Member States. The Commission faced the same tasks. The ICSC was committed, knowing that the vitality and strength of the organizations depended entirely on the quality and motivation of their staff.

12. With Member States and other stakeholders expecting it to do more with less, the Commission was dependent on staff representatives in many ways to realise its reform efforts. The Chairman made a plea for continuing to work together whatever the task and not losing sight of common goals. Frank and open dialogue, together with mutual trust, should prevail. He was convinced that thanks to the Federation's collective dedication to the ideals enshrined in the United Nations Charter, the common goals would be realised.

13. He wished Council every success in its deliberations and declared his willingness to answer any question that members might have about the work of the Commission, in addition to those that had been submitted to him prior to the meeting. He looked forward to a continued meaningful and cooperative relationship.

14. The first written question addressed to the Chairman related to parental leave. It read as follows:

*Paternity and maternity leave are not the same across organizations – and many countries have legal leave periods that are longer than those provided in the UN system. Adoption leave varies across organizations as well and should be the same as regular birth parental leave. Will ICSC be doing anything to standardize parental leave? Will ICSC improve parental leave provisions in the common system, taking into account national systems that offer longer leave periods?*

15. At present, the ICSC Chairman reported, the Commission did not envisage standardising things any further. It had already confirmed 16 weeks maternity leave (with the exception of WHO

that provided 20 weeks in cases of multiple births) and 4 weeks paternity leave, which might be doubled to 8 weeks in the case of staff assigned to non-family duty stations.

16. In 2007, the Commission had adopted a two-fold decision relating to leave entitlements:

- (a) With regard to its coordinating and regulating role, it had decided to concentrate on ensuring a consistent common system policy with respect to those elements of leave that were essential to maintaining harmonised recruitment incentives, facilitating mobility of staff and ensuring the coherent conditions of employment among organizations with similarly situated staff. Such areas included, but were not limited to, annual leave, home leave and sick leave;
- (b) With regard to any guidelines established by the ICSC on other leave entitlements, it had decided that the organizations should have the flexibility to address those issues in the light of recent trends and best practices in terms of such considerations as work/life balance and health care.

17. The ICSC Chairman also submitted that staff leave entitlements were generous and cited the entitlements in respect of maternity, paternity, annual, home and uncertified sick leave. He compared the totality of those entitlements with the number of working days in a year.

18. The second written question addressed to the Chairman related to career development for highly qualified General Service (GS) staff. It read as follows:

*Regarding career development for highly-qualified GS staff, what are the mechanisms in place to encourage the organizations to provide those staff members access to P posts?*

19. The ICSC Chairman pointed out that the issue was organization-specific in nature. For example, the United Nations had a G to P exam. The General Assembly had capped the number of promotions at 10 per cent of available P-2 posts so as to retain 90 per cent for candidates who passed the national competitive exams. Some organizations moved staff upwards without going through an exam process. In the ICSC, for example, with a staff complement of 47, several successful candidates had moved from G to P.

20. The third written question addressed to the Chairman related to the mobility of GS staff. It read as follows:

*Mobility policies in the common system do not encourage GS staff to become mobile. Is this being looked into?*

21. The ICSC had not looked into the issue. By definition, GS staff members were hired locally. Any mobility, outside field staff (FS) mission assignments, was supposed to be within a duty station or the country of recruitment. Peace-keeping missions, for example, had revealed a perceptible shift from GS to FS. The Chairman suggested that harmonisation of GS post classification standards would help to enhance the mobility of GS staff.

22. The fourth written question addressed to the Chairman related to the age of retirement. It read as follows:

*Are there plans to consider increasing the retirement age beyond the age of 62 in line with modern policies at government level, considering the trend towards increased longevity and growing demands on pension funds?*

23. The ICSC Chairman confirmed that the mandatory retirement age issue would feature on the work programme of the ICSC. The CEB/Human Resources Network would bring it to the Commission in 2009. In the same regard, the United Nations Joint Staff Pension Fund (UNJSPF) actuaries also had a series of recommendations.

24. The fifth written question addressed to the Chairman related to the GS salary survey in Montreal. It read as follows:

*Will the GS salary survey for Montreal take place in 2009? Can we have more details?*

25. The ICSC Chairman reported that the schedule for the next round of surveys had not been drawn up. It would be prepared by the ICSC Secretariat in consultation with all the organizations concerned: it would be considered together with the revisions to the salary survey methodology. Were the same order of surveys to be followed as in the previous round, Montreal would be the third headquarters location on the list. In other words, it would be surveyed approximately one year after the introduction of a revised methodology. The Working Group on the GS salary survey methodology was being rescheduled to meet between the spring and summer sessions of the ICSC. A report on the methodology would go forward to the General Assembly in September 2009.

26. The situation called for careful preparation and FICSA members were encouraged to consult the Executive Secretary of the ICSC on the matter. They should not wait until the ICSC met. The Chairman assured Council that the services of the ICSC Secretariat were at the disposal of FICSA for the preparation of simulations and other tasks.

27. The sixth written question addressed to the Chairman related to the education grant. It read as follows:

*In the education grant discussions, the original scope of the ICSC working group was to reduce the complexity and bureaucracy of the education grant entitlement in a cost-neutral manner. Over the past year, cost-cutting has crept into the debate. With the global financial crisis there will be increasing pressure on salaries and entitlements. What safeguards will the ICSC put in place to ensure that all discussions and negotiations on the terms and conditions of employment are truly transparent and 'Trojan horses' are avoided?*

28. The ICSC Chairman reminded Council of the shift in the Commission's mandate. Any recommendations stemming from the ICSC had to take into account the latest General Assembly (GA) resolution on the common system. The pertinent paragraph encouraged the Commission to continue to coordinate and regulate the conditions of service of staff of the common system organizations, **bearing in mind the limitations imposed by Member States on their national services.**

29. The ICSC Chairman went on to emphasise that cost-cutting should not be confused with cost neutrality. Cost-neutrality had been one of the requirements of the review. To his mind, the question as posed was unfair as no attempt had been made to cut the education grant. None of the ICSC simulations had in-built cost-cutting. In fact, the model proposed by the Commissioners had been more costly than the model proposed by the organizations and the staff representatives on the working group. In the ICSC proposals, **most** staff would have received higher reimbursements. Some, however, would have been reimbursed fewer of their highest expenses: primarily, staff schooling their children in the United Kingdom and the USA.

30. The seventh written question addressed to the Chairman related to eroding salaries. It read as follows:

*What is the ICSC doing to redress the issue of eroding salaries? This touches on the issue of the margin, inflation and the discrepancy between UN and private sector salaries. Specifically on the margin issue, does the ICSC take into consideration the special salary scales of some US agencies, which have had to increase their scales to attract talented staff?*

31. The ICSC Chairman reported that the Commission had held an extraordinary workshop on the issue prior to the most recent session of the Advisory Committee on Post Adjustment Questions (ACPAQ) in Vienna. Based on current methodology, there had been no erosion of salaries although adjustment for inflation had proven difficult. Member associations/unions were encouraged to visit the ICSC website.

32. In its margin calculations, the ICSC took account of special pay rates from eleven US agencies outside the current General Schedule: the Federal Reserve, the Federal Deposit Insurance Corporation, the Federal Housing Finance Board, The Government Accountability Office, the Government Printing Office, the National Credit Union Administration, the National Institute for Standards and Technology, the Office of Thrift Supervision, the Office of the Comptroller of the Currency, the Farm Credit Administration and the Commissioned Corps.

33. It was very difficult to provide special salary scales. However, certain occupational rates (special pay rates) could go up to 30 per cent above the maximum of the pay scale. Where a need was demonstrated, provisions were in place to address that need.

34. The seventh written question addressed to the Chairman related to the number and types of contract offered to staff. It read as follows:

*What is the ICSC doing to re-enforce the common system agreement on the number and types of contracts to be offered to staff in UN agencies? Some agencies are depriving potential staff of their due rights and conditions of service by offering Personal Service Agreements for 11 month periods which, after a one-month break, can be renewed for a further 11 months - up to a maximum of 4 years. These contracts identify the person as contractors or 'non-staff' and do not envisage pension, leave or medical insurance entitlements that would ordinarily be offered to staff. The objective of the agencies is to cut costs at the expense of the staff; this leads to 'second class employees' and undermines the ethics and meaning of the international civil service.*

35. The ICSC Chairman stressed that the Commission was tied to three types of contract. In its 2005 report it had put forward a framework for contractual arrangements for the common system organizations. The Commission was pleased that the General Assembly had recently adopted the Commission's contractual framework, which the United Nations was currently trying to implement. The practices raised in the question should be resolved by the adoption of the framework which only foresaw three types of contract. He reminded Council that the Commission enjoyed no enforcement authority. The Commission would ask agencies to report on the implementation of the contractual framework and then report to the General Assembly.

36. A further round of four questions had been handed to the ICSC Chairman immediately prior to his entering the conference room. The first and fourth questions related to financial support for FICSA. The questions read as follows:

*For years FICSA has been asking for financial support from various sources to attend ICSC and inter-agency meetings (HLCM, CEB, HR Network, etc.) without success. What would the ICSC Chairman recommend that FICSA should now do in order to obtain such support?*

and

*Would the ICSC be able to host or financially contribute to the cost of the FICSA Liaison Office in New York?*

37. The ICSC Chairman referred to the fact that the issue of financing staff associations/unions was before the High-Level Committee on Management (HLCM), while the Standards of Conduct promulgated by the ICSC addressed the issue of the representation of staff before the Commission. He described the difficulties that the Commission itself experienced in funding its own working groups. As it was on a tight budget, the Commission was duty-bound to justify its expenditures; there was no scope for expansion. He pledged the Commission's support before the organizations as the federations demonstrably facilitated the work of the Commission. The funding of a FICSA Liaison Office in New York, however, would be a very difficult undertaking.

38. The second question addressed to the Chairman related to the release of FICSA officers. It read as follows:

*What action would you suggest that the Federation take in order to obtain a long-term solution for the release of FICSA officers, in particular when they are from small organizations?*

39. The Chairman pointed to the Human Resources Network offices in the various organizations and agencies. They should insist on due account being taken of ICSC meetings and the need for appropriate staff representation at those meetings.

40. The third question addressed to the Chairman related to the classification of duty stations according to conditions of life and work. It read as follows:

*Considering the living conditions in New Delhi, it was not expected that it would maintain an A classification. How can this be reassessed quickly in order to reflect the reality of the situation?*

41. The ICSC Chairman pointed out that the categorisation of duty stations was a tripartite activity. The tripartite group had recommended the A classification. For his part, he would be in touch with the respective Division, but classification was ultimately based on assessment in the field.

42. A final round of questions came from the floor relating to: the erosion of salaries; mandatory retirement age; recruitment and retention of staff; review of the Flemming principle and National Professional Officers; reluctance to become a staff representative and fear of intimidation.

43. One member association/union recalled that ACPAQ felt that some issues still had to be addressed in respect of eroding salaries, to which the ICSC Chairman repeated that there was no

erosion of salaries. The same member association/union asked whether it would be possible to allow staff members to work until the age of 62 if they so wished, regardless of the date they entered service. The ICSC Chairman recalled that the retirement age had been raised to 62 at the beginning of 1990. The Commission would be returning to the issue. He also recalled that originally staff had been permitted to stay on; however, he could not prejudge the outcome, further to which he had not seen the proposals put forward by the Human Resources Network.

44. Two member associations/unions raised the issue of the difficulties faced by staff representatives. In the one case, newcomers were said to be reluctant to take on the role of staff representative as it could jeopardise their career advancement. ICSC, it was suggested, should make it clear to the heads of organizations that they needed firm and reliable interlocutors; staff representation was a Good Thing. In the other case, it was reported that association/union chairs found themselves being hampered and/or intimidated in various ways. The ICSC Chairman was both surprised and disturbed by the two questions. He recalled that many good people had come from the ranks of the staff associations/unions; at every meeting of the Commission and its working groups, the ICSC would impress upon heads of organizations the need to have staff participate actively in the work of the Commission. The message would not only go out to agency heads but also to far-flung duty stations to provide adequate release for staff representatives and minimise any instances of intimidation. The Commission would lend its voice to the need for effective staff representation.

45. In response to the enquiry about the Flemming principle and National Professional Officers, the ICSC Chairman reported that the assessment of compensation and entitlements of national professional officers was on the Commission's work programme for 2010.

46. As for the need to recruit and retain staff, it was pointed out that the recent ICSC survey on recruitment and retention had revealed that the opportunities for professional growth and the opportunities to use skills and competences were pull factors at the time of recruitment; the lack of growth opportunities and the failure to use those skills and competences was very much a push factor governing a person's decision to leave an organization or agency. In fact, the shift towards delayering and flatter organizations seemed to run counter to the need to provide opportunities for professional advancement and the proper use of skills, thus reducing the retention potential. In his reply, the ICSC Chairman admitted that the endeavour to move through broad-banding to flatter organizations had failed. Furthermore, to all intents and purposes, the number of grades had also collapsed, thus restricting opportunities for advancement. The issue of whether pay structures were good enough was being discussed informally. Further aspects that called for consideration were: (a) performance management which called for effective performance appraisal, monitoring and merit awards; and (b) the role of human resource management as distinct from line management.

47. Following the presentation by the ICSC Chairman, Mr. Peter Waldorff, General Secretary of Public Services International (PSI), gave a presentation on the development of professional staff representation. In his opening remarks he stressed that associations/unions were essential to emerging from the current economic crisis which provided an opportunity for more inclusive globalisation. It was a time for collectivism and it was thus essential that a body representing staff demonstrate its relevance.

48. The cultural diversity of those working in the United Nations posed a particular challenge and possible cultural gaps could be bridged in tandem with the ICSC. Failure to take account of social factors was evident in the current free trade debate, but within the UN environment it was essential that staff representative bodies acquire the skills and qualifications to challenge management on issues of effective organization. The crucial question was whether staff

representatives could present themselves as being able to deliver in terms of power, leverage and influence. It was essential to gain the respect of members and management alike as people who stood up for their members and could influence matters. Issues such as the recruitment and retention of staff were common the world over. Their solution called for a knowledge centre providing inspiration, innovative training and assessment of competences. It was equally essential that staff associations/unions informed their members about their activities.

49. In his own experience, Mr. Waldorff, spoke of best practices his organization had identified in the management of the municipal sector in Norway. He felt it was quite feasible to achieve collective agreements in intergovernmental organizations despite their diversity. In his own country, not only had collective agreements been secured in a diverse multi-party setting, the Danish parliament, but things had been taken one step further with the introduction of a similar agreement in the Royal Court.

50. In the ultimate analysis, an effective staff association/union had to: set up goals; be prepared at all times; be seen as relevant; and deliver/achieve. Basic prerequisites were political and financial independence, the drive factors being more members and hence greater membership income.

51. In the ensuing debate and responses to questions from the floor, the speaker identified the first two steps towards collective agreement as: (a) the application of core labour standards to the management of the organization; and (b) the identification of something different, yet relevant to the members.

52. In response to a query about the applicability of the examples he had cited, the speaker pointed out that staff representatives should determine what they needed and what they wanted. Given the collapse of global society and the trend towards decentralisation and individualism, a new collective paradigm was called for: a hub connecting people.

53. On being asked about the services that PSI could provide, the speaker cited examples of its international interventions at the sectoral level (health sector and fire-fighters), as well as the manner in which it addressed cross-cutting issues (migration and climate change). A consultancy group was currently working on improving PSI operations.

54. In answer to an enquiry about heightening the professionalism of the executive committees of staff associations/unions through the election process, the speaker suggested that people should first identify the competences that the officers should have. As for making oneself relevant to staff being outsourced, he suggested that one of the many different responses might be to secure rights to develop for the staff being outsourced. In any event, staff representatives must respect what they had agreed to and stand firm. Under the current circumstances and the pressure to accept cuts in order to keep jobs, it was more important than ever to look to recognised labour standards and insist on their observance.

### **Credentials (Agenda item 2)**

55. Ms. Valérie de Kermel, General Secretary of FICSA, announced those delegations, whose credentials had been received, as well as those sending proxies and guest organizations in attendance. A definitive list of credentials, proxies and guests was read out in plenary.

### **Election of the Chair, Vice-Chairs and Rapporteur (Agenda item 3)**

56. Mr. Mauro Rossi (UNESCO/STU) was elected Chair of the Council. Ms. Maria Dweggah (WHO/HQ Geneva) and Mr. Edward Seidler (FAO-APS) were elected First and Second Vice-Chair, respectively. Mr. Peter Lillie (FAFICS) was nominated Rapporteur.

#### **Adoption of the agenda (Agenda item 4)**

57. The provisional agenda as contained in document FICSA/C/62/1 was adopted without change (see Annex 1).

#### **Organization of the Council's work (Agenda item 5)**

58. Council agreed to the schedule of work as contained in document FICSA/C/62/INFO/CRP.1. In the course of the week, a number of presentations were given. A presentation on the Ethics Office was given by the Government Accountability Project (GAP)<sup>1</sup>, as were presentations on UN Cares and UN Plus by the two organizations involved<sup>2</sup>. A third presentation was given by Mr. Jean-Pierre Cebron on issues facing national and international field staff. Prior to the Council, a special whole-day training session on the appeal process was given by Mr. Lawrence Fauth, Legal Advisor to FICSA. Presentations were also given by AMFIE and UNFCU during the lunch breaks on the second and fourth days, while a briefing session on the UN pension system was given on the second day by Mr. Svend Booth. As at the previous Council session, two 'role-plays' simulating workplace situations instigated by Mr. Christopher Bailey (WHO/HQ Geneva) and Ms. Maria Dweggah (WHO/HQ Geneva) took place.

59. Mr. Svend Booth (FAO/WFP-UGSS) was elected Chair of the Ad hoc Committee on Administrative and Budgetary Questions.

#### **Constitutional matters (Agenda item 6)**

60. The General Secretary introduced the review of the FICSA Statutes and Rules of Procedure that had been prepared by Mr. Robert C. Weisell, former President of FICSA (document FICSA/C/62/LEGAL/CRP.5). The review put forward a series of changes to both Statutes and Rules of Procedure that were to be taken up in the Standing Committee on Legal Questions (see Annex 3).

61. At a later stage, it also proved necessary to suspend Rule 38 of the Rules of Procedure so as to accommodate the late submission (for technical reasons) of nominations for election to two vacant positions: Member for Regional and Field Issues and Regional Representative for Europe.

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<sup>1</sup> See Annex 17.

<sup>2</sup> See Agenda item 8.

### **Questions relating to membership status in FICSA (changes in membership) (Agenda item 7)**

62. The General Secretary informed Council of developments relating to the status of membership. She was pleased to report that the UNAIDS Staff Association had moved from special status membership to full membership, and two new FUNSA members had joined: FUNSU Democratic Republic of Congo and FUNSA Sao Tomé et Principe. Interest in membership had also been expressed by Caribbean Community Secretariat (CARICOM) and United Nations Convention to Combat Desertification (UNCCD), while field staff in the Republic of Guinea, Djibouti, Chad, Gabon, Rwanda, Tanzania and Vietnam had declared an interest in setting up FUNSAs in their respective countries.

63. Council also discussed the request by the Professional Staff Association of the World Food Programme (WFP-PSA) for an extension of special status membership (document FICSA/C/62/CRP.1). The Association submitting the request had argued that the cost of full membership would not be sustainable considering the current number of members and its annual budget.

64. While recognising that the statutes provided for the extension of special status membership for a second year, Council sought information on the Association's current and potential membership. It was recalled that most associations devoted large portions of their budgets to FICSA membership given that they recognised the added value of such membership.

**After a protracted discussion, Council decided to grant WFP-PSA an extension of its special status membership for a further four months, in the course of which the Association would decide to join FICSA as a full member or withdraw from the Federation.**

### **Proposal of partnerships with UN Cares and with UN Plus (Agenda item 8)**

65. The General Secretary introduced the documents relating to a proposed partnership agreement between UN Cares and FICSA (document FICSA/C/62/CRP.4) and a memorandum of understanding between UN Plus and FICSA (document FICSA/C/62/CRP.5).

66. Following a video describing the breadth of the programme, Ms. Laurie Newell gave a presentation on the role of UN Cares as the UN system-wide workplace programme on HIV. It enjoyed the full support of Secretary-General Ban Ki-moon who was fully committed to the United Nations system being a model workplace when it came to HIV. It was to be hoped that other managers would respond to that commitment and follow suit.

67. UN Cares was an inter-agency programme designed to reduce the impact of HIV on the UN workplace by supporting universal access to a comprehensive range of benefits for all UN personnel and their families. Those benefits, known as the UN Cares 10 Minimum Standards – included information and education, voluntary counselling and testing, access to male and female condoms, as well as emergency prevention measures in case of accidental exposure. The standards also called for increased measures to check stigma and discrimination.

68. The programme served as a contact point for people living with HIV, it helped to share the burden. Conservative estimates by UNAIDS showed that some 1.4 per cent of all UN personnel worldwide might be living with HIV (HIV positive). At the national level, one per cent or more was considered an epidemic.

69. The programme had a vigorous communications and advocacy strategy: it conducted workshops and had two regional coordinators. It had launched a global database on HIV and some 17 organizations funded the programme. The partnership agreement with FICSA, it was hoped, would yield the Federation's support for the work the programme undertook with management, including the Human Resources Network and HLCM, and help with the securing of funds. It was also hoped that in the context of its advocacy activities, the Federation could safeguard the interests of UN staff members and their dependants and press for the implementation of the 10 minimum standards across all agencies and duty stations, including remote and emergency areas, by 2011. For its part, UN Cares would regularly brief the Federation on its budgetary situation and provide regular updates on its activities for onward transmittal to member associations/unions. FICSA was already a member of the UN Cares task force.

70. In her presentation, Ms. Bhatupe Mhango described UN Plus: a global group of UN staff who were living with HIV. It was very much a part of the United Nations reform in action. It brought together HIV-positive staff working throughout the common system. In its mission statement, the group, which numbered 145 members, spoke of uniting for solidarity, equality and acceptance for people living with HIV within the UN system through awareness raising, policy change and advocacy.

71. The group's objectives were to: contribute to the development and/or improvement of current policies on HIV among United Nations agencies; create a more enabling environment for all HIV-positive staff members, irrespective of the level of disclosure of their HIV status; and create an organised and effective voice for people living with HIV within the UN system that challenges stigma and discrimination.

72. The group worked closely with UN Cares, with which it had many goals in common. A highly variegated group of people, 52 per cent of whom were male and 48 per cent female, UN Plus had set up an e-workspace as means for communication and discussion of issues confronting them. The group had selected four key areas of advocacy: stigma and discrimination; travel and mobility; confidentiality; and health insurance.

73. Two of the Federation's basic objectives were in harmony with those of UN Plus: defending staff rights and contributing to a positive image of the United Nations and its staff. By working together, FICSA and UN Plus would be able help build an image of the United Nations as a caring workplace. Together they could promote a more supportive environment for staff living with HIV and ensure that staff views were made known to management and the inter-agency bodies. Close cooperation would also enable FICSA to inform members on the work of UN Plus; UN Plus undertook to provide the Federation with regular information on its activities. To date, UN Plus had signed 14 agreements, including an agreement with CCISUA.

74. In closing, the speaker encouraged every staff association/union to establish a focal point for HIV/AIDS in the workplace. Similarly, every duty station should have medical or peer counselling.

75. In the ensuing discussion, it was made quite clear that HIV could not be categorised as a disability and both groups were reluctant to have HIV addressed purely as a disability. Thanks to antiretroviral treatment, people living with HIV could work in a perfectly ordinary manner, but that did not minimise in any way the need for a stronger organizational response.

76. With regard to the focal points, it was stated that training could be provided within the context of the UN Cares Task Force.

77. Both speakers were thanked for their presentations. In addition to being most informative and revealing in terms of common principles and objectives, the presentations had been perfect examples of good communications and advocacy strategy built on passion and limited resources.

**Council decided unanimously to enter into partnership agreements with both UN Cares and UN Plus.**

**Report of the Executive Committee for 2008-2009 (Agenda item 9)**

78. The President introduced the Report of the Executive Committee for the period 2008/2009 (document FICSA/C/62/5). He first stressed the Federation's active participation in the ICSC. The Secretary-General had stressed the importance of ensuring an independent international civil service with high standards of performance and accountability. It was thus essential that the common system organizations be able to attract, develop and retain motivated staff of the highest calibre. Attractive conditions of service were essential to reaching that goal, as was the proper support and fair compensation for staff in difficult and risky duty stations. Two particularly contentious issues had marked the mid-year session of the ICSC. Whereas the outcome of the deliberations on the education grant had been pleasing, the outcome of the review of children's and secondary dependant's allowances had been the opposite. Furthermore, the survey on the recruitment and retention of staff and its findings had proven both premature and inoperable because of the low response rate.

79. The President stressed the importance of maintaining good relations with the Commission and creating an atmosphere of mutual respect. Similarly, close cooperation with the Pension Board had been maintained, while the excellent relations established with the Human Resources Network augured well for future cooperation. Unfortunately, the Federation had not been invited to join in the deliberations of the CEB: something that would have to be rectified. It had, however, entered into a positive partnership with UN Cares (the UN system-wide workplace programme on HIV) and UN Plus (a global group of UN staff living with HIV).

80. FICSA also participated in the deliberations of the Fifth Committee of the General Assembly, where the prime preoccupation of Member States seemed to be the recommendations of the ICSC and their financial implications. To guard against the erosion of any gains, it was essential that FICSA maintain a presence in New York. As things stood, the post of FICSA Research/Liaison Officer in New York had not been filled. Furthermore, the job description had since been reviewed by the Executive Committee and then reclassified (by WHO) at the level of P-4. It was of paramount importance that action be taken on the post as failure to fill it meant that regular contacts were not being maintained with Member States. The Federation had spent \$US 75,000 in the past year on ensuring attendance and defending staff interests at ICSC and its working groups. That had called not so much for intellectual adjustment, but rather for financial calisthenics.

81. Safeguarding staff interests was hampered by the fact that no less than three staff federations attended ICSC meetings: FICSA, CCISUA and UNISERV. Whereas FICSA had been able to cooperate with CCISUA most effectively on many points over the past year, the actual mode of future collaboration was the subject of a report that both federations had commissioned that would be taken up under agenda item 10: Report on discussions with CCISUA. The situation with respect to UNISERV was markedly different. In the opinion of the President, UNISERV was not a genuine federation. FICSA had no formal contact with UNISERV and had restricted its cooperation to the

treatment of technical issues. UNISERV hardly qualified as a ‘noble dissenter’ and getting into any form of closer association was still very much a matter for discussion.

82. In concluding his presentation, the President expressed his thanks to all those member associations/unions that had supported and conducted the training sessions. He thanked the International Training Centre of the ILO in Turin for the use of their facilities, and he was especially grateful to those associations/unions who had attended meetings on behalf of FICSA on their own time and at their own expense. He thanked his fellow members on the Executive Committee, one of whom, Mr. Varghese Joseph, had taken early retirement. He expressed his appreciation for the redesign of the Federation’s website. He also thanked Mr. Brian Turner, the accountant, for his services over the years and welcomed his replacement, Ms. Robyn Thomas. He paid especial thanks the staff in the FICSA offices without whom the Federation would be unable to survive; they had provided unflagging support throughout the year.

83. Following the presentation, the floor was open for discussion. A number of member associations/union thanked FICSA for the technical and policy support it had lent over the year. It was felt, however, that still greater benefit could be derived from a more proactive outreach style to all staff members across the globe, stressing the importance of defending staff rights and propagating FICSA strategy and vision. It was replied that FICSA alerted all staff to the workshops that the Federation organised and ample use was made of the website and such media as the *UN Courier*. One member association/union reported that the outreach programmes, such as the GS salary survey methodology training courses, were often bombarded with questions from non-members during and after the courses. Those courses could thus be used to add to the Federation’s profile.

84. A number of questions focused on the possibility of securing funding from other quarters for travel to inter-agency meetings and identifying an organization willing to administer the Research/Liaison Officer post in New York. Although FICSA had been consistently rebuffed by such bodies as ICSC, CEB, ACABQ, HLCM, the HR Network and Member States in its search for financial support, it would not let them off the hook. It would also continue its search for an agency willing to administer the Research/Liaison Officer post. In that regard, it was considering an approach to WHO or FAO who had liaison offices in New York. It was further pointed out that WIPO had a liaison office in New York, thus opening up the possibility of sharing office space. The key issue was not so much the availability of potential partners willing to administer the post as one of knowing what the actual administrative requirements were.

85. It was decided to convene a working group on the post description for the Research/Liaison Officer post in New York that would meet during the current session of the Council and report back to plenary.

86. The President was unable to give any further information on the thrust of the proposed Joint Inspection Unit (JIU) study on representation and functioning of staff associations/unions within the UN system.

87. A question was raised about the steps taken to merge the three federations as the rift was having an effect on staff morale. It was asked how the FUNSAs might help to heal the split in the spirit of ‘One UN’. The President replied that it was not such a matter of merging three federations as one of ensuring the transmittal by all three of an identical message.

88. Council adopted the Report of the Executive Committee with due consideration being given to the comments made during the discussion of the same.

## **Report on discussions with CCISUA (agenda item 10)**

89. After the General Secretary had given a brief introduction of the paper on the future options for FICSA-CCISUA cooperation (document FICSA/C/62/6), a broad range of divergent opinions was voiced. Some member associations/unions felt that the very issues that had led to the initial split were still there; others felt that the proposal to enter into a two-year cooperation agreement was reasonable, cautioning, however, that the financial burden would have to be shared equally between the two federations. The President explained that the envisaged agreement afforded the Federation more time in which to assess the viability of the partnership. Much spade work remained to be done and it was essential that both sides feel comfortable. As for cooperation with UNISERV, whose values it did not share, the Executive Committee was looking for a clear mandate from Council.

90. One member association/union saw the advantages of having three distinctly separate federations and felt that there was no need for remarriage after divorce. Others pointed to the damage that could be wrought by administrations exploiting the divisions to the detriment of staff. It was always better to speak with a single voice. As one member association/union with experience of a split within one and the same organization pointed out, were current cooperation between FICSA and CCISUA to cease, it would only make things worse.

91. A cautionary note was struck in respect of the consultant's observation that CCISUA had retained a light organizational model without a fixed secretariat. If it was serious about developing its role and function, CCISUA had to have a full-time secretariat that, in turn, implied a considerable increase in contributions. It was also remarked that thitherto all actions had been initiated by FICSA. The ultimate aim was balanced cooperation: something that might be difficult to achieve if the one partner lacked a structure, budget and secretariat.

92. It was also pointed out that of the eight elements of the cooperation agreement, the last two were more in the nature of prerequisites: agreement on human and financial resources required and the establishment of a special finance working group. It was evident that finance was a major issue, as was the dwindling representivity of CCISUA. A clear financial commitment was needed.

93. Questions were asked about the extent to which the proposed cooperation agreement differed in any way from current cooperation.

94. At the present juncture, CCISUA had given no intimation of its reaction to the report that had been commissioned jointly by the two federations. The lack of response, however, was attributable to the report having only been completed seven days prior to the Council session. It was to be discussed at the CCISUA Assembly in April 2009.

95. In the light of the debate, the course towards more intense cooperation with CCISUA would have to be clearly charted.

**Council recommended that, while continuing to cooperate and collaborate with CCISUA, the Executive Committee should entrust the joint FICSA-CCISUA working group with the task of developing options for an agreement with CCISUA that provided for deepening cooperation and included a plan for cost-sharing. The Executive Committee would report back to Council at its 63<sup>rd</sup> session.**

**Election of the Executive Committee and Regional Representatives for 2009-2010 (Agenda item 11)**

96. In a special plenary session called prior to the elections in order to hear out the candidates, those standing for election outlined what they saw to be the priorities for the coming year.

97. At the session devoted to elections, the Chair informed Council that he had received the following nominations for election to the Executive Committee for the period 2009/2010.

**Executive Committee**

General Secretary	Ms. Valérie de Kermel	IMO London
Treasurer	Ms. Manijeh Torabi	IAEA Vienna
First and second of two members for Compensation Issues	Mr. Giovanni Muñoz	FAO-APS Ankara
Member for Regional and Field Issues	Mr. Mauro Pace	FAO/WFP-UGSS Rome
Member with out Portfolio	Mr. K. Ratnakaran	WHO/SEARO New Delhi
	Ms. Carolina Bascones	PAHO/WHO Washington

**Regional Representatives**

Regional Representative for Africa	Mr. Jean-Bruce Pambou Malonda	WHO/AFRO Brazzaville
Regional Representative for Asia	No candidate	
Regional Representative for Europe	Mr. Cosimo Melpignano	UNLB Brindisi
Regional Representative for the Americas	Ms. Véronique Allain	SCBD Montreal

98. The following members were elected by acclamation:

**Executive Committee**

General Secretary	Ms. Valérie de Kermel (IMO)
Treasurer	Ms. Manijeh Torabi (IAEA)
First of two members for Compensation Issues	Mr. Giovanni Muñoz (FAO-APS Ankara)
Second of two members for Compensation Issues	Mr. Mauro Pace (FAO/WFP-UGSS Rome)
Regional and Field Issues	Mr. K. Ratnakaran (WHO/SEARO New Delhi)
Without Portfolio	Ms. Carolina Bascones (PAHO/WHO Washington)

**Regional Representatives**

Africa	Mr. Jean-Bruce Pambou Malonda (WHO/AFRO Brazzaville)
Americas	Ms. Véronique Allain (SCBD Montreal)
Asia	Vacant
Europe	Mr. Cosimo Melpignano (UNLB Brindisi)

**Election of the Standing Committee officers for 2009-2010 (Agenda item 12)**

99. Council elected the following Chairs and Vice-Chairs of the Standing Committees for 2009-2010:

*Legal questions*

Chair:	Michael Donoho (IAEA)
Vice-Chairs:	Joel Lahaye (CERN)
	Lydia Baben (IAEA)
Core Group:	Open

*Human resources management*

Chair:	Lisa Villard (IAEA)
Vice-Chairs:	Guimara Alonso Cano (UNESCO)
	Janice Albert (FAO-APS)
Core Group:	Margaret Robertson (IAEA)
	Melodie Karlson (WHO/EURO Copenhagen)
	Cinzia Romani (FAO/WFP-UGSS)

*Social security/occupational health and safety*

Chair:	Svend Booth (FAO/WFP-UGSS)
Vice-Chairs:	Dean H. Neal (IAEA)
	Nathalie Tschyorkow (UNWG)
Core Group:	Open

*Conditions of service in the field*

Chair:	Steven Ackumey-Affizie (FAO/WFP-UGSS)
Vice-Chair:	Salim Shaikh (FUNSA Pakistan)
Core Group:	Margaret Eldon (FAO/WFP-UGSS)
	Diab El-Tabari (UNRWA/ASA Lebanon)
	Aye Win (FUNSA Myanmar)
	Nyut Nyut Thane (FUNSA Myanmar)
	Gustavo Casas (FAPNUU Uruguay)
	Rachel Pierre (FASPANUCI Cote d'Ivoire)
	Ram Rai (AFSM-WHO/SEAR India)

*General Service questions*

Chair:	Vincenzo De Leo (UNLB Brindisi)
Vice-Chair:	Vivian Huizenga (PAHO/WHO Washington)
Core Group:	Open

*Professional salaries and allowances*

Chair:	Dean H. Neal (IAEA)
Vice-Chairs:	Christopher Pardy (FAO-APS)
	Kees de Joncheere (WHO/EURO Copenhagen)
Core Group:	Open

*Staff/management relations*

Chair:	Imed Zabaar (IAEA)
Vice-Chair:	Pauline Guy (ITLOS)
Core Group:	Maria Dweggah (WHO/HQ Geneva) Janice Albert (FAO-APS) Maha Metwally (WHO/EMRO Cairo) Heba El Khoudary (WHO/EMRO Cairo) Oliver Hillel (SCBD) Lydia Baben (IAEA) Jennifer Madsen (WHO/EURO Copenhagen) Jocelyne Turner (OPCW) Maité Comas Barnés (ITU) Tanya Quinn-Maguire (UNAIDS)

**Standing Committee on Legal Questions (Agenda item 13)**

100. The report of the Standing Committee on Legal Questions was introduced by the Chair of the Committee (see Annex 3). In his presentation, the Chair focused on those items that had yielded decisions. The first issue related to categories of membership and the rights, obligations and privileges attached to each category. In the course of the debate it had emerged that associate and consultative membership were basically the same; however, changing the structure of FICSA membership bore financial implications. It had thus been decided to submit a proposal to the next Council session.

101. The Committee had also addressed the issue of revising the Federation's Statutes. Given the need to ensure that the review is thorough, the members would submit their comments to Mr. Robert Weisell, who had drafted the paper on the revision of the statutes and rules of procedure.

102. A specific representation issue had arisen in connection with the staff members of UNAIDS who had found themselves having to pay mandatory fees to the UNDP Staff Association. The opinion of the FICSA Legal Advisor was that staff members enjoyed freedom of association and were under no compulsion to join the staff association/union of another organization. The matter was convoluted and might ultimately incur seeking legal assistance in the preparation of an appeal.

103. Many of the positive aspects of the recent reform of the administration of justice within the United Nations had since been diluted. Deadlines had been disregarded and some organizations did not feel themselves bound by the new system. The Federation would have to maintain a very close watch on developments.

104. In the brief ensuing discussion, a question was asked of the Standing Committee about the advisability of contacting external associations. It was recommended that external associations should not be contacted.

*Summary*

105. The Standing Committee on Legal Questions presented three recommendations relating to: the review of the Federation's statutes, representation issues and the reform of the internal justice system.

**Council decided that:**

- **Each participant should e-mail his/her comments on the review of membership categories prepared by Mr. Robert Weisell to the Chair of the Standing Committee who would prepare a report for the next FICSA Council session.**
- **All interested members of the Federation should contact Mr. Weisell and suggest formulations in respect of the work already done, with special attention being given to the relevance of the Federation's mission.**
- **The UNAIDS Staff Association should provide documentation as soon as possible to the FICSA Legal Advisor, such as the memorandum of understanding between UNAIDS and UNDP, copies of letters of appointment, contracts and any other information relevant to the issue of representation and freedom of association.**

106. Council took note of the report with the amendments thereto and adopted the recommendations contained therein.

**Standing Committee on Human Resources Management (Agenda item 14)**

107. The report of the Standing Committee on Human Resources Management was introduced by the Chair of the Committee (see Annex 4). In her presentation, the Chair focused on the need to bring some consistency into the organizations' contractual policies, a particular aspect of which was the non-inclusion of non-staff human resources and the resultant rise of a different category of employees. The Standing Committee had formulated a resolution on the matter (Annex 2, Resolution 62/1).

108. The ICSC GS classification standard was still in need of refinement. Although the tool was useful, it did pose risks. Particular care would have to be taken to ensure that GS job descriptions matched the classification standard. Together with the Standing Committee on General Service Questions, the Standing Committee had formulated a resolution on the matter (Annex 2, Resolution 62/2).

109. In respect of performance management, the Chair cautioned against confusing and confounding performance assessment and performance development: they were two separate functions that would undermine each other, if taken together. The UN, she urged, should move from a reporting culture to a learning culture. In that regard, the Standing Committee had expressed its support for 360° evaluations (including peer review) in performance assessments.

110. In the light of the fate that had befallen the staff of the International Criminal Tribunal for Yugoslavia (ICTY) concerning its closure and the different approaches adopted by different organizations within the common system, it was clear that separation payments deserved a thorough review. FICSA members were urged to report on current practices in their organizations.

111. The Standing Committee urged the FICSA Executive Committee to collect comprehensive information on the number of staff on different contracts in each organization. The poor response to the first attempt should not deter the Federation from attempting to secure more information on what was a troubling issue.

112. In the discussion on improving selection, career development and mobility, a number of views had been expressed. It had been suggested, for example, that an emphasis on geographical representation should not result in a reduction of staff competence. The Standing Committee had also looked at the role of staff representatives on selection boards. In that connection, confidentiality and the avoidance of a staff representative or observer being challenged for breaking confidentiality was a concern. It was generally agreed that organizations should advise all candidates of the outcome of the selection process and thank them for applying.

113. The Standing Committee had felt that mobility, be it secondment or transfer from the field to headquarters or even within an organization, should be voluntary. The non-portability of contracts between organizations, however, posed a problem, as did the inconsistent application of the policy across organizations. Guidelines were needed.

114. The delegation of authority to line managers made it crucial that human resource units had the resources and influence to provide policy guidelines and ensure that policies were respected. Line managers felt guidance was tantamount to interference. The Standing Committee agreed that human resource units should have the resources for policy guidance.

115. FAO was the only organization to date that had embarked on a delayering exercise designed to reduce hierarchical levels and restructure work along the lines of teams as opposed to silos. The reduction of senior level posts had had a ripple effect down the hierarchical line, even through the GS category. If such an exercise resulted in adding a substantial workload, staff representatives were advised to ensure that staff members were provided with updated job descriptions and have their jobs reclassified.

116. Organizations throughout the common system were far from meeting the goal of equal representation of women at the director level by 2015. The Standing Committee had listed eight steps that could be taken to facilitate achievement of the target.

117. The Standing Committee had considered a paper submitted by the SCBD Staff Association on advancement from GS to P and urged FICSA members to share their experience of policies or practices in that regard. Similarly, information was sought on the policies adopted by organizations on the issue of working at home.

118. In the discussion, the lack of response to the Federation's request for information was regretted; member associations/unions should meet their commitments. It was also reported that under the inter-agency mobility accord, the concept of secondment had been replaced by the term 'negotiated transfer'. FICSA had questioned the abolition of secondment and the fact that those transferring did not enjoy portability rights. It was generally agreed that the large area of contractual arrangements posed a potential major problem. The basic issue was the misuse of contracts.

119. A debate followed on the hiring of retirees as they were seen to block the legitimate career aspirations of serving staff. It could be argued, however, that retirees had proven to be of great assistance in language services, peace-keeping operations and humanitarian assistance. The

contention was more that retirees should not be hired for long periods nor should they be entrusted with line management.

*Summary*

120. The Standing Committee on Human Resources Management presented six recommendations relating to: contractual arrangements, performance management, separation payments, contractual arrangements, and facilitating career transitions, together with two resolutions on the use of non-staff resources and ICSC review of job classification standards for the GS category. (The second resolution was adopted jointly with the Standing Committee on General Service Questions, Annex 2, Resolution 62/2).

**Council decided that:**

- **The FICSA Executive Committee should continue to monitor the application of the ICSC framework for contractual arrangements throughout the common system, as well as request the organizations to provide the statistics on the various types of contractual arrangements and number of employees, including non-staff human resources.**
- **During the discussions in the ICSC, the FICSA representatives should raise the following areas for improvement:**
  - the need to move from a post factum quantitative reporting system to a learning system in order to engender culture change;
  - the requirement to provide training to managers and staff;
  - the possibility for staff members to own the process in terms of participation and contribution;
  - monitoring by HR for quality control; and
  - the perceived relevance of the system to the performance of the organization.
- **The FICSA Executive Committee should collect information and make an analysis of the various aspects of separation packages and payments with a view to formulating a draft position paper for the next Council.**
- **The FICSA Executive Committee should circulate a more detailed questionnaire requesting data on the number of employees, including non-staff human resources, on different types of contracts, to which FICSA members were strongly urged to respond. The questionnaire should also request FICSA members to provide information regarding policies and/or restrictions on the implementation of the contractual framework and other information (such as average age of staff) which might be helpful.**
- **The FICSA Secretariat should circulate the paper on mobility policies prepared by the SBCD to all members, requesting replies to be sent to the SCBD Staff Association and copied to the FICSA Secretariat where they could be compiled and posted for reference on the FICSA website.**
- **A series of measures could be taken to facilitate the promotion of GS to the Professional category, such as:**
- **Setting aside a percentage of Professional posts for eligible GS staff, who should be considered internal candidates; providing for the upgrading to the Professional category through reclassification of their post when they are performing**

**Professional duties; and requesting the discontinuation of the GS to P exams that some organizations used.**

121. Council took note of the report with the amendments thereto and adopted the recommendations contained therein.

**Standing Committee on Social Security/Occupational Health and Safety (Agenda item 15)**

122. The report of the Standing Committee on Social Security/Occupational Health and Safety was introduced by the Vice-Chair of the Committee (see Annex 5). In summarising the Committee's deliberations, the Vice-Chair pointed to the current situation prevailing in respect of the decision to outsource and index the North American equities held by the pension Fund. Market volatility and weakness in the financial sector had precluded the possibility of implementing indexation. That notwithstanding, the decision still stood.

123. With respect to Article 35bis (b)(i) of the Pension Fund regulations, the Standing Committee had reaffirmed its support for lowering the eligibility period for divorced surviving spouses to 5 years by analogy with Article 28 of the same regulations. One member of the Standing Committee had adopted a minority position.

124. The Standing Committee had urged that a close watch be maintained over the work of the Working Group on Plan Design and the impact it would have on pension benefits. Attention was drawn to the fact that the General Assembly had rejected the proposals to allow part-time staff members to make voluntary contributions to the Pension Fund.

125. The Standing Committee had supported the proposal that during the meetings of the Human Resources Network, the regional coordinators trained by UN Cares should be permitted to give presentations. The Standing Committee had been in favour of raising the age of separation to 65. It had also urged that in all organizations, the medical services should not fall under the purview of the human resources divisions.

126. In the ensuing discussion, certain strictly factual corrections were introduced into the report. Dismay was concerned over the statement that FICSA represented staff members and not their spouses and that implementation of 35bis was more a matter for the Pension Board and local courts. Council was assured that it did not represent a 'gag order' and that the member maintaining a minority position was not denigrating the unflagging efforts of Ms. Nathalie Tschyrkow (UNWG Switzerland) to seek justice on the matter.

127. It was recalled that the proposal to allow part-time staff to make voluntary contributions had been approved by the Pension Board and pressure should be maintained accordingly.

128. Council was reminded of the need to establish focal points in each staff association/union to address the issue of HIV in the work place. It was also reported that the situation with regard to the medical services in UNESCO had since changed; in FAO, medical services had also been removed from within the human resources division.

*Summary*

129. The Standing Committee on Social Security/Occupational Health and Safety presented five recommendations relating to: indexation of the North American portfolio of the UN Pension Fund, Article 35bis, Working Group on Plan Design, briefings on HIV/AIDS and age of separation.

**Council decided that:**

- **The FICSA Executive Committee, in the appropriate fora and at the UN Pension Board, should seek the withdrawal of the decision to index the North American portfolio of the UN Pension Fund.**
- **The FICSA representative should support FAFICS at the UN Pension Board in discussions on lowering from 10 to 5 years the period of eligibility needed for the receipt of a divorced surviving spouse's pension benefit.**
- **The FICSA Executive Committee should liaise with the Participants' Representatives and FAFICS Members of the Working Group on Plan Design so as to monitor and study any eventual proposals for changes to the Plan Design.**
- **The FICSA Executive Committee should invite the regional facilitators who had been trained by UN Cares to provide a brief presentation during the HR Network meetings programmed for 2009.**
- **Given that the Standing Committee was in favour of raising the age of separation to 65, the FICSA Executive Committee should monitor developments and any policy changes proposed in that regard.**

130. Council took note of the report with the amendments thereto and adopted the recommendations contained therein.

#### **Standing Committee on Conditions of Service in the Field (Agenda item 16)**

131. The report of the Standing Committee on Conditions of Service in the Field was introduced by the Vice-Chair of the Committee (see Annex 6). In summarising the Standing Committee's discussions, he reported on specific areas of focus, the first of which had been the Federation's failure to implement three of the decisions adopted at the previous session of Council. The Standing Committee had commended FICSA and CCISUA for setting up a fund for UN staff who had been affected by the Nargis cyclone in Myanmar. Hardship had also been faced by the UNWRA staff in the Gaza strip; four staff members had lost their lives in the bombing of the UNWRA offices in the Gaza strip. Given the current focus on Gaza, the FICSA Executive Committee should request the Secretary-General, who had ordered an investigation into the bombing, to consider the request for hazard pay: all the more so since both the ICSC and the UNWRA Commissioner-General had recognised staff's right to that payment.

132. It thus followed that the Standing Committee had focused on the classification of hardship duty stations and urged the ICSC to simplify the classification process. The safety and security of UN staff had also featured significantly in the Standing Committee's deliberations and a summary was given of the outcome of the two most recent IASMN meetings.

133. The Standing Committee had also welcomed the proposal made by FUNSA Pakistan to establish a FUNSA network. Given the importance attached to the United Nations 'Delivering as One', the network would provide a good vehicle for the exchange of experience of common issues and the intensification of cooperation. The network took on even greater importance given the lack of joint consultative mechanisms for the resolution of staff-related issues. The situation with regard

to mutually agreed separation also deserved closer attention on the part of the Federation as the basic rights of staff were invariably not being honoured.

134. In the ensuing debate, full support was expressed for the concerns of field staff and the hardships they faced, in particular the UNRWA staff in Gaza. It was hoped that the Core Group could develop a strategy for strengthening staff representation within the context of 'Delivering as One UN', thus helping to supplement the endeavours of the Executive Committee to safeguard the interests of field staff.

*Summary*

135. The Standing Committee on Conditions of Service in the Field presented eight recommendations relating to: strengthening staff representation within the context of 'One UN', assisting staff who had been affected by natural or man-made disasters, definition of the term 'times in crisis', compensation to those killed in Gaza, hazard pay, hardship classification and FUNSA network.

**Council decided that:**

- **The FICSA Executive Committee should form an 'on line' working group to prepare a strategy for strengthening staff representation under the 'One UN', including the impact on staffing.**
- **The FICSA Executive Committee should implement Council decisions FICSA/61/D/21, FICSA/61/D/24 and FICSA/61/D/25 that remained unimplemented.**
- **The FICSA Executive Committee should continue to help colleagues in distress, who were victims of natural or man-made disasters, as an expression of solidarity and support.**
- **The FICSA Executive Committee should explore the definition and scope of the term "in times of crisis" as stated on page 12 of the UN Security Manual in order to establish the rights of staff affected by natural disasters.**
- **The FICSA Executive Committee should intervene at the highest level to ensure that compensation be paid in accordance with the standard rules of procedure to the beneficiaries of the four UNRWA area staff killed in Gaza.**
- **The FICSA Executive Committee should follow up on the issue of payment of hazard pay to UNRWA staff in Gaza and West Bank, as well as similarly affected staff in other duty stations.**
- **The FICSA Executive Committee should continue to urge the ICSC secretariat to simplify the process of hardship classification and provide adequate information to staff, explaining the changes decided by the review group.**
- **The FICSA Executive Committee should continue to raise the issue of adequate staff representation in the Security Management Teams (SMTs) in all duty stations, both at headquarters and in the field, when discussing security issues with UNDSS/HLCM and other relevant bodies.**
- **The FICSA Executive Committee should encourage networking among FUNSAs in order to foster cooperation and the sharing of experience on common issues, thus contributing to effective staff representation.**

136. Council took note of the report with the amendments thereto and adopted the recommendations contained therein.

### **Standing Committee on General Service Questions (Agenda item 17)**

137. The report of the Standing Committee on General Service Questions was presented by the Chair (see Annex 7). In the course of that introduction, attention was drawn to the success of the FICSA training activities that had proven a most effective means of publicising the Federation's defence of staff rights. With respect to survey salary methodologies, a note of caution was struck; the risks associated with outsourcing data collection should not be underestimated. The major concern was the lack of transparency surrounding the source of the data and the collection criteria. It had transpired that the review being undertaken by the ICSC and revision of the methodologies was more complex than the ICSC had expected, thus incurring yet another year's delay before it was completed. Headquarters surveys were not expected to commence before January 2011, while non-headquarters surveys would continue to be conducted using the current methodology.

138. The Committee had proposed certain points to be included in the strategy to deal with the salary survey methodology issues, as well as a strategy for the coming year in respect of the review of GS classification standards.

139. With reference to the training workshops, the Committee had urged that the roster of resource persons and trainers be updated and terms of reference for the same developed as a matter of urgency. It had also been suggested that all resource persons, including retirees, should be sponsored by a member association/union. Details were given of the workshops planned for the current year, together with their tentative venues. The Committee had hoped that part of the net income accruing from the workshop could be re-invested in GS-related activities.

140. In the discussion of the report, Council was informed that the Standing Committee on Legal Questions had since considered and approved the draft terms of reference for the PTC. In reply to a request that the list of PTC resource persons be re-issued, it was stated that it had not changed from that included in the report of the previous session. Attention was also drawn to the fact that the work plan of the ICSC Working Group on GS methodology review attached to the Standing Committee's report contained some errors as the process had been delayed.

141. Debate also centred round the suggestion that part of the net income generated by the training workshops be re-invested in GS-related activities. Reservations were expressed about earmarking potential net income. Not only was the United Nations running similar courses, but revenue generation varied. For example at the training course in Santiago, the course was given in both Spanish and English, yet the number of trainees attending the workshop in English hardly covered costs. Moreover, unforeseen events in Bangkok had also increased costs considerably, although the course had yielded a net gain. WHO/EMRO had offered to host a workshop in Cairo, while the exact circumstances surrounding a workshop possibly being held at the IAEA laboratory in Monaco had still to be clarified. In the ultimate analysis, however, the schedule of workshops was tentative.

142. The Standing Committee on General Service Questions presented recommendations relating to: strengthening training activities, salary survey methodologies, GS classification standard and allocation of funds to training workshops.

**Council decided that:**

- Given the Standing Committee's firm opposition to the outsourcing of data collection, its commitment to a fair application of the Flemming principle and the hope that the ICSC review of job classification standards for the GS category would result in a more flexible, simplified salary survey process, the General Secretary should send a resolution from FICSA to the ICSC to that effect.
- FICSA should be represented in all *fora* where the review of the salary survey methodology was being discussed and decided upon.
- The FICSA Executive Committee should maintain communications with individual agencies and the CEB/HR Network throughout the current year.
- The Federation should continue its cooperation with CCISUA, whereas contacts with UNISERV would be conducted according to Council decisions and under the guidance of the Executive Committee.
- The FICSA Executive Committee should ensure the continued participation of the Federation in the review of the GS classification standards with a view to avoiding precipitate implementation of the classification tool prior to its being fully developed. Adequate testing was an essential prerequisite and the General Secretary should send a resolution to the ICSC to that effect.
- An allocation of CHF 30,000 be approved for the conduct of non-headquarters salary survey workshops

143. Council took note of the report with the amendments thereto and adopted the recommendations contained therein.

#### **Standing Committee on Professional Salaries and Allowances (Agenda item 18)**

144. The report of the Standing Committee on Professional salaries and Allowances was introduced by the Chair of the Committee (see Annex 8). In the course of briefly reviewing the follow-up activities over the past year, the Chair stressed the importance of maintaining a close watch over developments related to the education grant: a subject that had been the target of several thousand signed petitions expressing dissatisfaction with the new structure: a concern that was said to be shared by the administrations of many organizations.

145. The Chair drew attention to the misunderstandings that surrounded the 'no gain/no loss' policy when comparing UN Professional salaries and those paid by the United States federal civil service. It was disheartening to note that the average margin level was still below the desirable level of 115; at present it stood at 113 or less. Furthermore, the purchasing power of Professional staff in Europe was 15-20 per cent less than in New York.

146. In the study performed by Price Waterhouse Coopers that had revealed a significant loss in Professional salaries in all duty stations in the eurozone, a different basket of goods had been used. It was also pointed out that given the absence of a grandfathering clause in the new procedures governing child allowances and secondary dependant allowances, administrations should be pressed upon not to implement the findings of the review.

147. The Chair also stressed the importance of staff participating in the place-to-place surveys that would be conducted in 2010. Given the low participation of staff in the 2005 surveys, data from 2000 that had been projected forward were being used instead of current data.

148. In the brief discussion, a supplementary paragraph dealing with the grandfathering clause was proposed for inclusion in the report.

*Summary*

149. The Standing Committee on Professional Salaries and Allowances presented eight recommendations relating to: education grant methodology, the ICSC programme of work, place-to-place and post adjustment surveys.

**Council decided that:**

- **The FICSA Executive Committee should be vigilant and ensure that any proposal for modification of the education grant methodology did not have a detrimental effect on Professional staff; it should be prepared to defend that entitlement.**
- **The FICSA Executive Committee should participate proactively in the update of the United Nations/United States grade equivalency studies and take note of the fact that some US federal civil service entities or jobs might not be properly included in the comparator.**
- **FICSA member associations/unions in Vienna, Rome, Paris, Madrid, and other eurozone countries should approach their administrations in order to mobilize support and push for action to minimize erosion of the purchasing power of Professional staff salaries, in line with the efforts of the IAEA Administration.**
- **Following the reaction of the members of ACPAQ to the findings of the Price Waterhouse Coopers study, the FICSA Executive Committee should consider the possibility of commissioning a study to confirm the analysis done, using the basket of goods and services used by the UN in revising the post adjustment.**
- **The Standing Committee should explore the possibility of employing interns or consultants to review the behaviour of the margin for the past 10 to 15 years to help FICSA in advocating an increase before the ICSC.**
- **The FICSA Executive Committee should participate actively in the spring session of the ICSC so as to ensure that the ICSC followed up on the problems identified in the ACPAQ report relating to Professional salaries.**
- **The FICSA Executive Committee should ask the HR Network to simplify the place-to-place and post adjustment surveys and request that accommodation be made for staff to complete the surveys during work time.**
- **The FICSA Information Officer should produce background information on place-to-place surveys for use by member associations/unions so as to educate staff on the importance of participating in the surveys to be conducted in 2010.**

150. The Council took note of the report with the amendments thereto and adopted the recommendations contained therein

**Standing Committee on Staff/Management Relations (Agenda item 19)**

151. The report of the Standing Committee on Staff/Management Relations was introduced by the Chair (see Annex 9). He first described the activities in follow up to decisions taken at the previous session ranging from the global staff satisfaction survey, a portfolio for staff representatives, model partnership agreements and types of staff representation. Of those issues, the Committee had stressed the importance of publicising the model partnership agreements among the FICSA membership and

the impact of training on ensuring the effectiveness of staff representation and staff/management relations.

152. The Chair summarised the main findings of the Committee under each item of its agenda. It had been recommended that the Chair should continue to manage the global satisfaction survey with the assistance of a consultant analyst. Non-FICSA members would be able to purchase the findings of the survey. The Committee had drawn up a revised portfolio of the tasks, qualities and skills required of staff representatives that could be used to identify training needs. A training workshop for staff representatives had been proposed. The International Training Centre of the ILO had also described courses that the Centre could offer on joint union/management skills and conciliation/mediation in labour disputes.

153. In a joint session with the Standing Committees on Legal Questions and Human Resources Management, the Committee had had an extensive debate on whistle-blowing. It felt that the definition of whistle-blowing drawn up by the Government Accountability Project (GAP) was the most apposite. A presentation had also been given on staff participation in the reform process in FAO that had initially met with hostility from management. The excellent results achieved bore testimony to staff's maintaining a firm stand and acting in synergy.

154. The Committee had also raised a series of questions on the review of the Standards of Conduct for consideration by the Federation's Executive Committee.

155. In the ensuing brief debate, a question was asked about the price to be asked of non-member associations/unions for the findings of the global satisfaction survey. The fee would be determined at a later date.

#### *Summary*

156. The Standing Committee on Staff/Management Relations presented recommendations relating to: global satisfaction survey, portfolio and training for staff representatives, whistle-blowing and standards of conduct.

#### **Council decided that:**

- **In coordination with the FICSA Executive Committee, the Chair of the Standing Committee on Staff/Management Relations should continue to manage the global staff satisfaction survey with the assistance of an external consultant to analyse the data and prepare individual final reports for all members, with a sum of approximately €6,000 being allocated to cover the consultant's fees.**
- **Non-FICSA members should be able to obtain a report on the findings of the survey for their association/unions - on payment of a fee.**
- **The FICSA Executive Committee should encourage its membership to make use of the portfolio for staff representatives and apply it effectively in order to identify training requirements for their staff representatives.**
- **The FICSA Executive Committee should follow up the implementation/usage of the staff portfolio prior to the next Council in order to identify other training needs for further consideration by FICSA.**
- **The Staff Representative Profile should be used as a basis for identifying the roles and tasks of staff unions/associations.**

- **An allocation of CHF 4,500 should be made to fund a workshop on training staff representatives.**
- **The FICSA Executive Committee should coordinate the organization of training courses with ILO/ITC and encourage each member association/union to send staff representatives to those courses in order to enhance their skills and capabilities.**
- **The Standing Committee on Staff/Management Relations should review and evaluate feedback received from participants in those training courses and make recommendations to the FICSA Executive Committee for future training courses.**
- **The Federation should adopt the definition of whistle-blowing drawn up by the Government Accountability Project (GAP).**
- **The Executive Committee should submit a proposal as to its perception of the role and involvement of FICSA in the issue of whistle-blowing.**
- **The FICSA Executive Committee should provide answers to the questions cited in paragraph 32 of the report of the Standing Committee on Staff/Management Relations, remain involved in the review process and provide feedback to the membership for further comments and recommendations.**
- **The FICSA Executive Committee should raise the issue of access to governing bodies when the Code of Conduct was next revised by the ICSC.**

157. The Council took note of the report with the amendments thereto and adopted the recommendations contained therein

#### **Ad hoc Committee on Administrative and Budgetary Questions (Agenda item 20)**

158. In the absence of the Chair, Mr. Edward Seidler (FAO-APS), former Chair of the Standing Committee, introduced the Committee's report (see Annex 10). In view of the extensive budget deliberations that had gone on throughout the week, he did not think it necessary to dwell on every item of the Committee's agenda. It was agreed to proceed page by page and focus on the recommendations.

159. On reaching the pages dealing with the draft budget for 2009, FAO-APS expressed its concern over the Federation's lack of 'presence' in New York. Many delegations had attached priority to maintaining a strong 'presence' in New York, FAO-APS thus felt that the budget should reflect that priority – without, however, adding to the financial burden on the membership. It was not a matter of finding a cheaper office, but one of having FICSA attend formal and informal meetings, supply delegates with information about the Federation's views and provide feedback to the FICSA Executive Committee. A person was needed, all the more so as without consistent presence in New York, Member States and the media would form their opinion of international civil servants based on the views and behaviour of non-FICSA members in New York. Professional presence in New York should give the Federation the competitive advantage it needed.

160. In the ensuing discussion, attempts were made to identify funds in the budget once adopted that could be diverted to funding a liaison consultant – for example from Chapters 1 and 3 of the budget. Transfers of credits between chapters and sub-chapters of the budget were provided for in the Financial Rules of the Federation. It was felt that the fees envisaged (\$18,000 had been mentioned) would hardly suffice to retain a consultant for more than 3.5 months if hired in New York - and only 1.3 months, if the person had to be brought in from elsewhere.

161. The rental of the office was a further factor. In addition to the offers to help secure accommodation that had been made by both UNAIDS and FAO staff associations in the course of the current session, the FICSA President had had occasion to meet the Director-General of UNESCO and solicit his assistance. The Director-General had been very open and receptive, but cautioned that the UNESCO office in New York was very small. It was further suggested that the current part-time secretary in New York be released upon expiry of the office lease (October 2009).

162. The matter brooked no delay and called for an innovative solution. It was suggested that FICSA might re-introduce the lobbying exercises it had previously practised: heads of member associations/unions would gather for two weeks of intensive lobbying in New York at the time of the General Assembly in the autumn.

163. It was suggested that the matter could be delegated to the analytical working group that the Committee had recommended be set up, *inter alia*, to set priorities for the Federation and assess the importance of maintaining a ‘presence’ in New York. A number of the delegations still in the conference room expressed their willingness to participate actively in the analytical group. Others suggested that it was in the remit of the Executive Committee to bring forward a solution.

164. **In the ultimate analysis, Council agreed to entrust the Executive Committee with the task of locating the funds and coming forward with a proposal for ensuring the effective presence of FICSA in New York. At the same time, the Executive Committee would seek nominations from all member associations/unions for the analytical working group which would take up its work at the earliest possible opportunity.**

165. One delegation sought an explanation for the difference between the total amount budgeted and the total of assessed dues. It was explained that before collecting the member associations/unions’ dues, the expected income from consultative members and members with observer status was deducted and the amount remaining was used to calculate the assessed dues.

#### *Summary*

166. Council took note of the report and adopted both the budget and the recommendations contained therein.

#### **Council decided that:**

- **The General Secretary should be entrusted with the task of following up on the contribution payments of the IOM Staff Association and, if necessary, elaborate a deferred payment plan.**
- **With regard to the current liabilities of CHF 496,017, the Committee recommended that the Executive Committee consult the FICSA Legal Advisor on the financial obligations, if any, in the memorandum of understanding with UNDP, whereafter it should inform the membership on the level of reserve required.**
- **The Treasurer should determine whether a liability existed for the after-service health insurance of FICSA staff, determine the level of that liability, if any, and propose to the next session of Council a plan for funding it.**
- **FICSA Executive Committee should establish an analytical group that would: set priorities for the Federation; assess the importance of maintaining a ‘presence’ in**

**New York; design a strategy and structure together with the associated operations and business plans for the Federation; and take up the issue of programme budgeting and biennial budgets, as well as fee structures.**

- **The lease for the FICSA office in New York should not be renewed and the FICSA Executive Committee, in consultation with FICSA members that had representation in New York, should search actively for cost-neutral office space in New York.**
- **The Treasurer, based on an assessment of the associated risks, determine the level of Termination Indemnity Fund required and present to the next session of Council a financial plan to reach and maintain that level.**

#### **Associate matters (Agenda item 21)**

167. No delegation took the floor under the agenda item.

#### **Date, place and draft agenda for the next session (Agenda item 22)**

168. In accordance with the decision adopted at the previous session of Council, the Executive Committee had explored the scope for changing the dates for Council sessions. The dates found most acceptable were February, August and September. It had thus been proposed that that the third week in February or a week in September should be taken into consideration. After a brief discussion, it was agreed to opt for the third week in February which would give the Federation more time in which to close its accounts for the preceding year. The draft agenda and information on the place of the next Council would follow at a later date.

#### **Other business (Agenda item 23)**

169. A number of proposals were brought forward for improving the conduct of Council sessions. The suggestions ranged from extending the Council another day or shortening it drastically and making better use of plenary sessions. In any event, Council offered a prime opportunity for setting priorities, sharing knowledge and maximising the use of time.

170. It was felt that the Federation could enter the twenty-first century and exploit the fact that everybody came armed with laptops. That would make printing reams of paper superfluous. A plea was also made for the issuance of a glossary containing all the acronyms and alphabetisms used in the documents.

171. Delegations were reminded of the importance of observing deadlines. The late submission of documents was directly attributable to the lack of feedback from the member associations/unions and their failure to respond to questions.

#### **Closing of the session (Agenda item 24)**

172. Prior to the valedictory statement by the President of the Federation, the UNAIDS delegation expressed its full trust and confidence in the Executive Committee and urged everybody to reflect on the manner in which the Federation went about its work.

173. In his closing statement, the FICSA President thanked everybody for their active participation in the deliberations. His thanks went first and foremost to the UNESCO/STU and the UNESCO Administration who had worked tirelessly to ensure the success of the meeting. He also

wished to express his thanks to two parting members of the Executive Committee, Messrs. Joseph Varghese and Steven Ackumey-Affizie, and he welcomed the new members to the fold.

174. He paid tribute to the skill with which Mr. Mauro Rossi had chaired the sessions and thanked the rapporteur for his professionalism. His particular thanks went to the FICSA secretariat in Geneva, whose members were the very cornerstone of the Federation. His thanks were also due to the secretary in New York. He went on to pay tribute to the work of Bob Weisell and Jean-Pierre Cebron. The session had been marked by a spirit of friendship and mutual respect. He wished everybody a safe journey home.

175. Speaking on behalf of the host organization, Ms. Marie-Thérèse Conilh de Beyssac thanked everybody and expressed the hope that the next session would be tempered by a spirit of 'rock and roll'. She wished to thank everybody who had contributed to the success of the meeting behind the scenes: the interpreters, the technician and local staff.

176. A tribute was paid to Shirley Clements from the floor. She was most sincerely thanked for her commitment to the Federation and the assistance she had provided throughout the very strenuous budget deliberations.

177. In closing, the Chair assured Council that it been both a pleasure and an honour to guide its deliberations. He declared the 62nd session closed at 6.45 p.m. on 6 February 2009.

**Annex 1****AGENDA FOR THE 62<sup>nd</sup> FICSA COUNCIL**

1. Opening of the session
2. Credentials
3. Election of the Chair, Vice-Chairs and Rapporteur
4. Adoption of the agenda
5. Organization of the Council's work
6. Constitutional matters
7. Questions relating to membership status in FICSA (changes in membership)
8. Proposal of partnership with UN Cares and with UN Plus
9. Report of the Executive Committee for 2008-2009
10. Report on discussions with CCISUA
11. Election of the Executive Committee and Regional Representatives for 2009-2010
12. Election of Standing Committee officers for 2009-2010
13. Standing Committee on Legal Questions
14. Standing Committee on Human Resources Management
15. Standing Committee on Social Security/Occupational Health and Safety
16. Standing Committee on Conditions of Service in the Field
17. Standing Committee on General Service Questions
18. Standing Committee on Professional Salaries and Allowances
19. Standing Committee on Staff/Management Relations
20. Ad Hoc Committee on Administrative and Budgetary Questions
21. Associate matters
22. Date, place and draft agenda of the next session
23. Other business
24. Closing of the session

**Annex 2****RESOLUTION ON THE MISUSE OF CONTRACTS OF EMPLOYEES CARRYING OUT CORE FUNCTIONS*****Resolution 62/I***

*The Council of the Federation of International Civil Servants' Associations (FICSA) at its 62nd session (Paris, 2 to 6 February 2009),*

*Noting with concern that owing to budgetary pressures, an unregulated workforce in the form of non-staff employees continues to grow within UN organizations, under a number of non-staff contractual mechanisms:*

*Also noting that these non-staff employees increasingly perform the same work as core staff, without the same remuneration and benefits.*

*Considering that this practice results in widespread abuses, creates conflict among employee categories and is not in the best interest of UN agencies from the point of view of:*

- effective personnel management;
- human rights;
- equity;
- liability exposure; and
- unregulated access to confidential information.

***Instructs*** the FICSA Executive Committee to apprise the ICSC and any other appropriate fora of this issue requesting that:

1. Where they do not already exist, agencies should develop policies and procedures prohibiting the use non-staff employees from performing core functions;
2. Where such policies do exist, they should be applied, monitored and enforced;
3. The employment of retirees should not obstruct the career development aspirations of serving staff or the intake of new staff. Retirees, therefore, should not be employed for extended periods of time and in line-management positions;
4. Transparent policies for the recruitment of non-staff human resources should be developed since currently they can be used to circumvent competitive selection procedures; and
5. HR should monitor the use of non-staff human resources by division.

***Further instructs*** the Executive Committee to:

1. Seek legal advice concerning the legitimacy of staff associations/unions to defend the interests of non-staff employees and the full participation of non-staff as members;

2. Commission a study assessing the a) various contracting mechanisms used; b) difficulties faced by non-staff employees from a legal and social point of view; c) the level of use of non-staff employees vis-à-vis those with staff member status; and d) any evidence of abuse of these employees; and
3. Provide support to member associations/unions who already count non-staff employees as members in how to serve better these members.

**RESOLUTION ON THE ICSC REVIEW OF JOB CLASSIFICATION STANDARDS  
FOR THE GS CATEGORY**

***Resolution 62/2***

*The Council of the Federation of International Civil Servants' Associations (FICSA) at its 62nd session (Paris, 2 to 6 February 2009),*

*Having* considered the status report by its representatives on the current review of job classification standards, aimed at the development of a global job classification system;

*Aware* that the ICSC requests a system that would be transparent, flexible and simple and that would respond to the needs of the organizations of the United Nations system, better reflect the work currently performed by the staff and support other human resources subsystems;

*Noting* that some essential elements of the system are still to be developed, including - *inter alia* - the glossary, the grade level descriptors, illustrators and the benchmarks;

*Noting further* that a minimum 85 per cent confirmation rate is sought with respect to current classification grades;

*Noting finally* that at its 67<sup>th</sup> session the Commission requested its secretariat to complete the job evaluation tool and report at its 69<sup>th</sup> session in summer 2009;

***Instructs the Executive Committee to:***

1. Monitor closely future developments of the review of job classification standards;
2. Ensure adequate representation by FICSA in all UN common system *fora* where this tool is being discussed and developed;
3. Insist that all the fundamental components of the system be finalized before its promulgation;
4. Ensure that the validation process be conducted on a transparent and technically sound basis;
5. Also ensure that the eventual implementation would be of no detriment to the acquired rights and current grades of the staff in service at the moment of its implementation; and
6. Take into consideration all potential implications of the new system on the general service conditions of employment, including – but not limited to – salaries, performance management and career development.

**RESOLUTION ON THE ICSC REVIEW OF THE METHODOLOGIES FOR SURVEYS  
OF BEST PREVAILING CONDITIONS OF EMPLOYMENT AT HEADQUARTERS  
AND NON-HEADQUARTERS DUTY STATIONS**

***Resolution 62/3***

*The Council of the Federation of International Civil Servants' Associations (FICSA) at its 62nd session (Paris, 2 to 6 February 2009),*

*Having considered the report by its representatives on the current review of the methodologies for surveys of best prevailing conditions of employment at headquarters and non-headquarters duty stations;*

*Having examined the work plan developed at the first meeting of the joint working group established by the ICSC on the review of the methodologies;*

*Having noted the ICSC programme of work for 2009-2010 and the request by the United Nations General Assembly for the International Civil Service Commission (ICSC) to report to the 64<sup>th</sup> session of the General Assembly;*

*Being aware of the potential implications of some options under consideration, particularly the externalization of data collection, for the transparency and the participatory nature of the salary survey process;*

*Concerned that other proposed options may result in further jeopardy to a fair application of the Flemming Principle;*

***Takes note*** of the constructive climate in which the working group is currently operating, despite evident differences on substantive matters,

**Reiterates** its commitment to participate actively in the joint working group and related ICSC sessions, with a view to improving and facilitating the salary survey process, without prejudice to the proper application of the Flemming Principle, as well as to the transparency and participatory nature of the survey exercise,

**Reaffirms** its strong commitment to enhancing the central role played by the local salary survey committees and their members,

**Instructs** the Executive Committee to:

1. Ensure constant and adequate monitoring of future developments;
2. Keep its constituents informed in a timely and comprehensive fashion;
3. Commit adequate resources for representation of staff interests in all relevant fora;
4. Take necessary steps to mobilize the staff, if necessary; and
5. Continue collaboration with CCISUA on this issue.

**Annex 3**

**REPORT OF  
THE STANDING COMMITTEE ON LEGAL QUESTIONS**

Chair	Michael Donoho (IAEA)
Vice-Chair	Joel Lahaye (CERN)
Rapporteurs	Maria Dweggah (WHO/HQ Geneva) Afshaan Shafi (OPCW)
Members, FICSA Executive Committee	Carolina Bascones (PAHO/WHO Washington) Giovanni Munoz (FAO-APS)
FICSA Legal Advisor	Laurence Fauth
FICSA Resource Person	Robert Weisell

**Participants**

FAO-APS	Janice Albert David Macfarlane
FAO/WFP-UGSS	Cinzia Romani Elena Rotondo
IAEA	Lydia Baben Michael Donoho Dean H. Neal
IARC	Lydia Voti
IMO	Steven Haw
ITU	Maité Comas Barnés Caroline Debroye
UNAIDS	Manuel Da Quinta Tanya Quinn-Maguire
UNESCO	Maximilian Girod-Laine Leslie Limage Frederick Russell-Rivoallan
UNRWA/ASA Lebanon	Diab El-Tabari
WHO/AFRO Brazzaville	Jules Bekombo Njoh
WHO/EMRO Cairo	Maha Metwally
WHO/EURO Copenhagen	Robert Jensen

WHO/HQ Geneva	Maria Dweggah Shook-Pui Lee-Martin
WHO/WPRO Manila	Sigrun Roesel
WMO	Nanette Lomarda

### **Associations with consultative status**

EMBL Germany	Catherine Floyd Liselott Maidment
FAFICS	Witold Zyss

### **Guest**

UNIDO	Marie-Odile Dorer
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### **Introduction**

1. Under the chairmanship of Mr. Michael Donoho (IAEA), the Standing Committee met three times to address items 1 to 11 of its agenda. Item 6 was discussed in a joint session with the Standing Committees on Human Resources Management and Staff/Management Relations.

### **Adoption of the agenda (Agenda item 1)**

2. The Standing Committee adopted the following agenda:

1. Adoption of the agenda
2. Election of the rapporteur
3. Review of membership categories
4. Review of the FICSA Statutes
5. Representation issues (UNAIDS)
6. Review of the 61<sup>st</sup> FICSA Council decision – Whistle-blowing policy
  - (a) Report of the Working Group on the development of a draft whistle-blowing policy for FICSA
  - (b) Presentation by The Government Accountability Project (GAP)
7. Ethics
8. Administration of justice (UNGA Resolution)
9. Other business – Report on the Maria Vegas case
10. Review of the terms of reference of the PTC
11. Nomination of Standing Committee officers and Core Group members

### **Appointment of the rapporteur (Agenda item 2)**

3. Ms. Maria Dweggah (WHO/HQ Geneva) and Ms. Afshaan Shafi (OPCW) were elected rapporteurs.

### **Review of membership categories (Agenda item 3)**

4. Mr. Robert Weisell, former President of FICSA (2004-2008), presented his paper and opened the discussion on whether FICSA should continue to have several categories of membership, and, if so, which categories and which rights, obligations and privileges each category should enjoy. He provided an historical overview of the origin of the different categories and added that the categories were vague and that there should be more clarity as to the specifics of each category, its membership, statutory recognition, validity, etc.

5. It was clear from the comments from the different members that any decision regarding changing the structure of the FICSA membership would have financial implications for all members, especially associate and consultative members which are not in the UN common system and which did not fully apply the UN scale of salaries and allowances.

6. The group reflected on the need to examine the value of FICSA membership – value for money, relevance of membership to each category, identification of the Federation's core areas of work and whether members should pay according to benefits received. No decision was taken at that point; however, the members appreciated the initiative taken by FICSA and felt the paper submitted by Mr. Weisell had merit and should be discussed further during the year.

**The Standing Committee recommended that each participant send his/her comments on the paper to the Chair via e-mail and that he, in turn, would make a proposal before the next FICSA Council meeting.**

### **Review of FICSA Statutes (Agenda item 4)**

7. Mr. Weisell presented his second paper, which focused on the review of the FICSA Statutes and Rules of Procedure. The initiative had been launched a few years previous by individuals who felt that the Statutes and Rules needed to be updated and clarified, but which had never led to any definite decisions or action. Members agreed that a review would be beneficial, but felt that the review should be thoroughly thought through and required more time.

**The Standing Committee recommended that all interested members contact Mr. Weisell, with a view to formulating suggestions on the work already done. Special attention should be given to the relevance of the mission of FICSA.**

### **Representation issues (UNAIDS) (Agenda item 5)**

8. The representative from UNAIDS brought to the attention of the Standing Committee the particular situation of UNAIDS-recruited staff in the field who held UNDP contracts. He questioned whether those staff members who had supposedly been refused assistance by the UNDP Staff Association could apply for membership with the UNAIDS Staff Association (USSA) as these individuals feel that they could get better representation from the latter.

9. The FICSA attorney present stated that he saw no reason why a staff member of one organization could not belong to the staff association/union of another under the freedom of association principle. Owing to the lack of sufficient documentation from UNAIDS, the Committee was unable to provide substantive advice. The Committee was sympathetic to the UNAIDS issue and looked forward to giving its advice once supplementary information had been provided.

**The Chair recommended that the UNAIDS Staff Association provide documentation to the FICSA Legal Advisor, such as the Memorandum of Understanding (MOU) between UNAIDS and UNDP, copies of letters of appointment, contracts and any other relevant information as soon as possible.**

**Report of the Working Group on the development of a draft whistle-blowing policy for FICSA: The Government Accountability Project (GAP) (Agenda items 6(a) and (b))**

10. The item was discussed during a joint session with the HRM/LEGAL/SMR Standing Committees.

**Ethics (Agenda item 7)**

11. In view of the many important items which merited sessions of their own, the issue could not be fully discussed. Documentation was provided. The item was discussed at length during the GAP presentation.

**Administration of Justice (UNGA Resolution) (Agenda item 8)**

12. It was noted that the administration of justice was an ongoing issue of major importance not only to the UN itself, but also to the specialized agencies and organizations in the UN. As the reform was *en principe* going live in July 2009, FICSA looked forward to evaluating its implementation and its effect on the UN internal justice system and how staff would benefit as compared to the old system.

13. The Chair noted that FICSA Executive Committee had been consistently updating staff on the situation of administration of justice reform in the UN. Any interested member should consult the FICSA website or the UN website directly.

**Update on the Veiga case (Agenda item 9)**

14. The Chair reminded those present that FICSA had loaned Ms. Veiga (former member of WMO) an amount of CHF 20,000 to defend her case of summary dismissal, allegedly caused by whistle-blowing. The case had yet to be adjudicated at the ILO Administrative Tribunal (ILOAT). FICSA looks forward to a swift judgement. Should she be successful, Ms. Veiga would reimburse the Federation.

**Review of the terms of reference of PTC (Agenda item 10)**

15. The Standing Committee reviewed the revised terms of reference (ToRs), made its comments and submitted the ToRs to the Chair of the PTC for consideration.

**Nomination of Standing Committee officers and Core Group members (Agenda item 11)**

16. Mr. Michael Donoho (IAEA) was nominated Chair, Mr. Joel Lahaye (CERN) was nominated Vice-Chair and Ms. Lydia Baben (IAEA) was nominated second Vice-Chair. As to the make up of the core group, the Chair extended a welcome to all those present who might wish to participate in the work of the Standing Committee on Legal Questions throughout the year.

**Annex 4****REPORT OF THE STANDING COMMITTEE ON  
HUMAN RESOURCES MANAGEMENT**

Chair	Margaret Eldon (FAO/WFP-UGSS)
Vice-Chair	Cosimo Melpignano (UNLB-LSU)
Rapporteur	Margarita Brattlof (FAO/WFP-UGSS)
General Secretary, FICSA	Valérie de Kermel (IMO)
Information Officer, FICSA	Leslie Ewart
Regional Representative, FICSA	Guiomar Alonso Cano (UNESCO)

**Participants**

CERN	Philippe Defert
FAO-APS	Janice Albert Christopher Pardy Alejandro Rovira
FAO/WFP-UGSS	Cinzia Romani
IAEA	Lydia Baben Helga Danesi Margaret Robertson Imed Zabaar
IARC	Asiedua Asante
IMO	Fabienne Fournigault Robert Russell
ITU	Maité Comas Barnés
OPCW	Afshaan Shafi Jocelyne Turner
PAHO/WHO Washington	Carolina Echevarria Vivian Huizenga Janet Khoddami
SCBD	Oliver Hillel
UNAIDS	Cinzia Mazzolari-Delaunay
UNLB-LSU	Ezio Capriola Cosimo Melpignano

UPU	Alassane Guiro
WHO/HQ Geneva	Christopher Bailey Ken Wind-Andersen
WHO/AFRO Brazzaville	Jean Tchicaya
WHO/EMRO Cairo	Heba El Khodary
WHO/EURO Copenhagen	Melodie Karlson Jenny Madsen
WHO/WPRO Manila	Sigrun Roesel
WIPO	Denis Croze
WMO	Nanette Lomarda

### **Association with consultative status**

ADB Africa	Koffi Raphaël Armattoe
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### **Guest**

UNIDO	Marie-Odile Dorer Walter Koenig Hassan Malik
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### **Introduction**

1. The Standing Committee met three times to address items 1 to 10 of its agenda. Agenda item 4(b) was discussed in a joint session with the Standing Committee on General Service Questions, while item 4(c) was discussed in a joint session with the Standing Committees on Legal Questions and Staff/Management Relations.
2. In the absence of the Chair, Ms. Lisa Villard (IAEA), the First Vice-Chair, Ms. Margaret Eldon (FAO/WFP-UGSS) chaired the meeting.

### **Adoption of the agenda (Agenda item 2)**

3. The agenda was approved with the addition of new item 8.
  1. Election of acting chair and/or vice-chair (in case of absence of incumbent(s))
  2. Adoption of the agenda
  3. Election of the rapporteur
  4. Progress towards implementing the recommendations adopted by FICSA Council at its 61<sup>st</sup> Session:
    - (a) Contractual framework
    - (b) Report on the review of the ICSC GS classification standard (Joint session with the GSQ SC) – presentation
    - (c) Whistle-blowing (Joint session with Legal Questions/SMR SCs) – Report of the Joint HRM/Legal working group on developing a draft whistle-blowing policy for FICSA – presentation by Government Accountability Project (GAP)
  5. Issues to be addressed in 2009
    - (a) ICSC
      - (i) Performance management
      - (ii) Separation payments
      - (iii) Contractual arrangements – balance between fixed term and career appointments
      - (iv) Mobility
    - (b) OIOS recommendations
      - (i) Improving selection, career development and mobility
      - (ii) Access to policy guidance
      - (iii) Delegation of authority
  6. Delayering (flatter organizations)
  7. Gender balance
  8. Facilitating career transitions: From the General Service to Professional category
  9. Other business
  10. Nomination of Standing Committee officers and core group members

### **Election of a rapporteur (Agenda item 3)**

4. Ms. Margarita Brattlof (FAO/WFP-UGSS) was appointed rapporteur.

### **Progress towards implementing the recommendations adopted by FICSA Council at its 61<sup>st</sup> Session (Agenda item 4)**

#### *(a) Contractual framework*

5. The Standing Committee reviewed the contractual framework provided in Annex IV of A/60/30 of the ICSC report where the intention of the ICSC was to harmonize the contractual mechanisms in the common system.

6. The Committee noted that, while the framework had helped to bring some consistency in organizations' contractual policies, not all organizations were implementing the guidelines to the same extent. Furthermore, the Committee realized that non-staff human resources (NSHR) were not included in the framework and that that unregulated area was increasing throughout the common system, giving rise to a different category of employees.

7. Satisfaction with the ICSC framework was expressed by three staff associations/unions. Furthermore, WHO had adopted a policy on the use of NSHR. Most members felt that owing to budgetary pressures, their organizations were increasingly reverting to the use of NSHR, including retirees, for core functions. It was suggested that those organizations that did not have policies regarding the use of retirees should adopt one.

8. The Committee was informed that only three staff associations/unions had replied to FICSA's survey regarding the number of staff on continuing, fixed-term and short-term contracts within their organizations. Some members indicated that their administrations were unwilling to provide the requested information. The lack of precise information undermined the FICSA representatives' ability to make a sound case. All members should try to provide FICSA with the information.

9. UPU referred to an ILO Administrative Tribunal (ILOAT) judgement stating that temporary staff contracts could not be renewed year after year; after having performed satisfactorily for five years, the staff should be converted to fixed term.

10. Many felt that some managers were unaware of the varying conditions of the different contracts, while others argued that some managers were using alternative contract types (NSHR) to meet budgetary constraints.

11. The Committee decided to form a working group in order to formulate a resolution on the use of NSHR to be presented to Council for its approval (see Annex 2, Resolution 62/1). The members of the working group were FAO-APS, IAEA, UNESCO, UPU and WIPO.

**The Standing Committee recommended that the FICSA Executive Committee continue to monitor the application of the ICSC framework for contractual arrangements throughout the common system, as well as request the organizations to provide the statistics on the various types of contractual arrangements and number of employees, including NSHR.**

(b) *Report on the review of the ICSC GS classification standard (Joint session with SC GSQ)*

12. An interactive presentation on the new ICSC classification standard for GS posts was provided. The standard still had to be fine-tuned, tested and validated. The Committees recognized the usefulness of the tool, but noted that delegation of authority without review/confirmation by human resources (HR) divisions of post classifications posed risks. The system required a lot of subjective judgement. GS job descriptions would have to be written in such a way as to ensure a match between the description and the classification standard.

13. The Committee recommended that a joint resolution be prepared for Council approval, giving guidance on future steps to follow (see Annex 2, Resolution 62/2).

(c) *Whistle-blowing (joint session with LEGAL/SMR/HRM)*

14. Please refer to the report of the Standing Committee on Staff/Management Relations (Annex 9).

## Issues to be addressed in 2009 (Agenda item 5)

### (a) *International Civil Service Commission (ICSC)*

#### (i) Performance management

15. The Committee noted that the ICSC review of performance management included upgrading the Commission's performance management guidelines set out in 1997, with emphasis on the change to a results-based management (RBM) culture. RBM performance management systems in the UN tended to focus on post factum quantitative assessment of outputs. In WHO/HQ, the introduction of RBM performance management had led to an increase in the number of appeals.

16. The representative from UNESCO pointed to the lack of any structural relationship between the organization's current performance appraisal system and its programmes. Many systems merely required listing tasks to be performed and ticking them if completed. The lack of ways to recognize and reward good performance was also a weakness. The representative from CERN reported that its merit-oriented advancement policy (which included pay for performance) was seen by the personnel as having a negative impact on the teamwork of a highly technical organization; the policy had not increased efficiency. The quantitative rating of soft skills or competencies conveyed a false picture of objectivity; it was very difficult to give a numerical value to what was essentially a qualitative issue. Overall, current systems seemed to serve the aim of managers to retain or get rid of staff, rather than underpin a corporate policy on performance management and staff development.

17. The representative from WHO/HQ mentioned that the Committee should not confuse and confound performance assessment and performance development; they are two separate functions that would undermine each other if taken together. Staff and management had to own the process together focusing on improvement towards a common goal, not post facto judgment. In short, the UN had to move from a reporting culture to a learning culture.

18. Members of the Standing Committee expressed support for a 360° (including peer review) evaluation in performance assessments. Experience in that area was relatively new, but some differences were expressed with regard to confidentiality.

19. Experience should be gathered during the year to prepare for a further discussion of this issue at the next FICSA Council.

**The Standing Committee recommended that during the discussions in the Commission, the FICSA representatives raise the following areas for improvement:**

- **The need to move from a post factum quantitative reporting system to a learning system in order to engender culture change;**
- **The requirement to provide training to managers and staff;**
- **The possibility for staff members to own the process in terms of participation and contribution;**
- **Monitoring by HR for quality control; and**
- **The perceived relevance of the system to the performance of the organization.**

## (ii) Separation payments

20. Currently, staff whose contracts had been terminated had a right to a termination indemnity that might vary according to the length of service and/or type of contract. Staff whose fixed-term contracts were left to expire were not entitled to any indemnity. The case of the closure of a International Criminal Tribunal for Yugoslavia (ICTY) whose staff had served for many years on fixed-term contracts and who would have been separated without any form of separation payment had brought the issue to the attention of the UN General Assembly and raised the question of equitable treatment of staff through the provisions of a separation payment scheme for all.

21. The representative of WHO/HQ informed the Committee that its organization had introduced a separation payment scheme and would provide members with information it. PAHO/WHO Chile explained that its organization abided by the local laws and, upon leaving the organization, provided payment of one month salary per year. The Committee noted that the issue required thorough review before a FICSA position could be taken. The legal rights of long-serving staff members on fixed-term contracts that were not renewed and the ILO/AT case law on that subject should be examined. Whether the current benefits of a few should be reduced to obtain greater equity for all, or whether FICSA should strive to obtain the current level of benefits for all, was another aspect. Whether it would entail increased budgetary provisions was also relevant. Information on best practice in international organizations would also be helpful. FICSA members were requested to report on current practices in their organizations.

22. The discussion extended to the use of separation packages, encouraging those whom the organization wished to let go to take early retirement. The use of separation packages had been key to the ability to downsize quickly without conflicts and appeals. However, it had been seen by some as rewarding poorer performers, while good performers were left to resign or retire without any payment. The use of separation packages at times slowed down the turnover of staff as those willing to leave waited until conditions were such that they were eligible for a “separation package”. Sometimes the “package” was used to deal with a performance problem or as a conflict resolution mechanism.

23. A correct implementation of the contractual framework (i.e. granting of continuing contracts as opposed to a lifetime of fixed-term contracts) should reduce the extent of the problem.

**The Standing Committee recommended that the FICSA Executive Committee collect information and make an analysis of the various aspects above with a view to formulating a draft position paper for the next Council.**

## (iii) Contractual arrangements – balance between fixed term and career appointments

24. For the purpose of the discussion, career appointments were taken to be continuing contracts. FICSA had attempted to collect information from members prior to arrival at the Council, however, as mentioned above, only three members had responded. Informal approximations, ranging from 1.5 to 75 per cent of staff with continuing contracts, were provided but were insufficient to provide a realistic picture.

**The Standing Committee recommended that the FICSA Executive Committee circulate a more detailed questionnaire requesting data on the number of employees, including NSHR, on different types of contracts and strongly urged FICSA members to respond. The questionnaire should also request FICSA members to provide information regarding policies and/or restrictions on the implementation of the contractual framework and other information (such as average age of staff) which might be helpful.**

(iv) Mobility

25. The Committee took note of the experience of SCBD with regard to mandatory mobility and reiterated its view that mobility should be voluntary. Mobility was further discussed under agenda item 5(b)(i).

(b) *Recommendations of the Office of Internal Oversight Services (OIOS)*

26. UNGA Resolution 63/250 contained decisions that might have an impact on aspects of HR management in the agencies.

(i) Improving selection, career development and mobility

27. FAO-APS noted that an emphasis on geographical representation should not result in a reduction of staff competence and indicated that the Independent External Evaluation of FAO had found evidence that over-emphasis on geographical representation had had that effect. FAO-APS had advocated for rules to stipulate that it was only when candidates were equally well-qualified that geographical distribution should be taken into consideration.

28. With regard to career development, FAO-APS had proposed the establishment of a joint committee, but that had not been accepted. The IAEA had experienced the problem of staff working at a higher grade not being interviewed for the post when advertised. In discussions with the Director-General, the latter had agreed that the staff member concerned should be included in the interview process.

29. The Committee looked at the role of staff representatives on selection boards; some had a role at the interview stage (WHO, WFP), while the majority had a staff member on the board that exercised an oversight function to ensure procedures had been correctly followed. At that level the proportion of staff representatives to the total size of the board was important.

30. In some cases, the staff representative on the selection board was from the staff representative body (IAEA, FAO/WFP-UGSS), while in others a staff member jointly agreed between management and the staff representative body, was identified (FAO-APS). Some had a mixture of the two (WFP). CERN preferred to have an observer, rather than have an agreement with representatives of management. UNLB-LSU had a staff member chosen by administration to ensure transparency and fairness, but the staff representatives would prefer to have a person of their own choice.

31. Confidentiality and how to avoid any representative or observer being challenged for breaking confidentiality was a concern. Sometimes it was managed carefully through good relations, but the offices of the Inspector General, the ombudsperson and/or ethics officer could also be used. It was noted that ways of dealing with confidentiality could be included in the terms of reference of

any selection board or staff representative to preclude confidentiality being used to cover up or silence dissenters.

32. WIPO had found it useful to signal via a staff association bulletin that the staff representatives were mounting a vigilant watch over the selection process, since that served as a warning if it was suspected that a selection process was not correct. Later, in the event of an appeal, the staff association bulletin could prove useful.

33. The pre-screening of candidates was still an HR function in many organizations; in FAO, however, it had been delegated to the divisions. It was noted that electronic pre-screening systems could save time and effort, making it possible to “read less and read better”.

34. All agreed that organizations should advise candidates as to the outcome at the end of the process and thank them for their interest in applying. Electronic communication was a help in this regard.

35. Mobility could mean moving across organizations, such as secondment, transferring from headquarters to the field and vice-versa or changing jobs within the same organization in the same duty station. It was felt that mobility should be voluntary. It was noted that the non-portability of contracts (e.g. continuing) among organizations was an obstacle. The inconsistent application of the contractual framework has reduced mobility across organizations. Guidelines on what was an internal or external candidature would be useful since there was inconsistency across and within organizations on that issue. GS mobility could be enhanced by a mobility programme covering UN organizations in the same duty station. Acceptance of the use of secondment and temporary duty (TDY) provisions for all would also help.

- (ii) Access to policy guidance
- (iii) Delegation of authority

36. The two agenda items were discussed together as they were interrelated.

37. The delegation of authority to line managers made it crucial that HR had the resources and influence to provide policy guidelines and ensure policies were respected; unfortunately, that was not always the case. In some organizations, the HR units were low on resources and had little clout, not even being invited to planning meetings. There was resistance from line managers who felt that HR influence was interference. The importance of training staff members with regard to their responsibilities related to delegation of authority was not always appreciated by administrations and could result in unacceptable risks being borne by the staff member.

38. The Committee agreed, with the recommendations of the OIOS, that HR units should have the resources for policy guidance.

### **Delayering – flatter organizations (Agenda item 6)**

39. One recommendation of the Independent External Evaluation (IEE) undertaken for FAO was that the organization should reduce its hierarchical levels and restructure to work in teams as opposed to silos. No definitions or models of delayering had been provided by the IEE, and the organization had chosen to delayer by abolishing D-1 level positions. As a result, FAO had lost one-third of its D-1 positions. It was not clear whether the motivation behind the decision to delayer

was financial or whether other factors had triggered the move. FAO seemed to be unique in terms of delayering.

40. It was noted that no guidance had been provided to the departments on how to delayer, and as the latter struggled to find ways to accommodate delayering, some had restructured into “bubbles” and others into “teams”. Some of the functions of the D-1s were handed down to the P-5s in the services, and that had a ripple effect down the hierarchical line, even through the GS category. As higher level duties cascaded down through the ranks, grade levels and respect for the principle of equal pay for equal work became an issue. A member of the Committee pointed out that staff had “other duties as required” in their job descriptions, but, as all agreed, this did not give *carte blanche* to the organization to add new functions. If it resulted in adding a substantial workload, the staff should be provided with an updated job description and their jobs should be reclassified. Furthermore, the staff who were given additional functions for which they were not recruited should be entitled to adequate training. It was noted that updated job descriptions had not been provided to affected staff and that no job classification had been undertaken. The lack of basic HR planning appeared unusual to the members of the Standing Committee, who were not surprised to learn that the delayering was encountering difficulties. All agreed that HR should be involved during the planning and implementation stages of any restructuring exercise.

### **Gender balance (Agenda item 7)**

41. The Committee noted that some organizations throughout the common system were far from meeting the UNMDG goal of equal representation of women at the director level by 2015. It was noted that in some technical organizations/agencies, in order to balance the inequity, women were often employed in higher level administrative posts as the pool of female scientific/technical candidates was limited. Global organizational statistics did not reveal that aspect. It was unclear how organizations were expected to recruit more women in higher level functions when the governing bodies of the various organizations were requesting budget cuts, therefore reducing the number of higher level posts. Emphasis on geographical representation also complicated efforts to recruit qualified women. It was felt that the some governing bodies were asking the organizations to do the impossible.

42. The Committee listed a number of actions that together could help in meeting the targets:

- (a) Recruitment at all levels, not just focusing on higher level positions, and training from within to ensure a cadre of female managers in the future;
- (b) Direct recruitment of “role models” at higher levels had not always been successful; therefore if that avenue was to be used, particular attention should be given to the candidates being chosen;
- (c) By adopting work/family policies, make the organization a place where women want to remain;
- (d) Have divisional focal points;
- (e) Encourage each organization to have a specific action plan;
- (f) Reduce bias against women, particularly those with children;
- (g) Make arrangements for the host country to facilitate the employment of spouses; and
- (h) Request member countries to identify suitably qualified female candidates in their region.

### **Facilitating career transitions: From the GS to the Professional category (Agenda item 8)**

43. The representative from SCBD requested information on mobility policies and the Committee was requested to provide the SCBD Staff Association with the policies in practice in their organization.

44. The Committee took note of the paper submitted by the SCBD Staff Association which requested FICSA members to share their experience of policies or practices with organizations on the transfer of GS to the Professional category.

**The Standing Committee recommended that the FICSA Secretariat circulate the paper to all members, requesting replies to be sent to the SCBD Staff Association and copied to the FICSA Secretariat where they could be compiled and posted for reference on the FICSA website.**

**The Standing Committee also recommended measures that could facilitate the promotion of GS to the professional category:**

- **Setting aside a percentage of Professional posts for eligible GS staff, who should be considered internal candidates;**
- **Providing for the upgrading to the Professional category through reclassification of their post when they are performing professional duties; and**
- **Requesting the discontinuation of the GS to P exams that some organizations used.**

### **Other business (Agenda item 9)**

45. The representative from WHO/EURO requested member associations/unions to share their policies on working from home. IAEA also expressed interest in teleworking, in view of the stricter security measures being introduced by the UN Security Services at the Vienna International Centre.

### **Nomination of Standing Committee officers and Core Group members (Agenda item 10)**

46. The Standing Committee nominated Ms. Lisa Villard (IAEA) as the Chair and Ms. Guiomar Alonso Cano (UNESCO) and Ms. Janice Albert (FAO-APS) as Vice-Chairs.

47. The Committee also nominated Ms. Margaret Robertson (IAEA), Ms. Melodie Karlson (WHO/EURO Copenhagen) and Ms. Cinzia Romani (FAO/WFP-UGSS) as members of the Core Group members.

**Annex 5**

**REPORT OF  
THE STANDING COMMITTEE ON SOCIAL SECURITY/OCCUPATIONAL HEALTH  
AND SAFETY**

Chair	Svend Booth (FAO/WFP-UGSS)
Vice-Chair	Dean H. Deal (IAEA)
Rapporteur	Alejandro Rovira (FAO-APS)
President, FICSA	Edmond Mobio (WHO/HQ Geneva)
Members, FICSA Executive Committee	Steven Ackumey-Affizie (FAO/WFP-UGSS) Carolina Bascones (PAHO/WHO Washington)

**Participants**

CERN	Joel Lahaye
FAO/WFP-UGSS	Mauro Pace Elena Rotondo
PAHO/WHO Washington	Janet Khoddami
UNAIDS	Marie Breton Ivy Manuel Da Quinta
UNESCO	Karl Hochgesand Marielle Richon
UNLB-LSU	Vincenzo De Leo
WHO/AFRO Brazzaville	Jules Bekombo Njoh
WHO/EURO Copenhagen	Lisa Copple Kees de Joncheere Melodie Karlson Jenny Madsen
WHO/WPRO Manila	Danilo Ramon Luzentales

**Associations with consultative status**

ADB Africa	Koffi Raphael D. Armattoe Maimouna Dabo-Diouf
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EMBL	Liselott Maidment
FAFICS	Josianne Taillefer Witold Zysss
UNWG Geneva	Nathalie Tschyrkow Elisabeth Tschyrkow

### **Federation with observer status**

FUNSU Congo	Kodjo Ndukuma
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### **Guests**

UN Cares	Genevieve Merceur Laurie Newell
UNIDO	Marie-Odile Dorer Walter Koenig
UN Plus	Bhatupe Mhangano

### **Introduction**

1. The Chair of the Standing Committee on Social Security/Occupational Health and Safety Committee, Mr. Svend Booth (FAO/WFP-UGSS), welcomed all the participants and explained that the group requires a continuous feedback through-out the year for an effective working relationship.

### **Adoption of the agenda (Agenda item 1)**

2. The Standing Committee adopted the following agenda:

1. Adoption of the agenda
2. Election of the rapporteur
3. Report on follow-up activities since the 61<sup>st</sup> Council
4. Report of the 55<sup>th</sup> meeting of the UNJSPB
  - (a) Divorced surviving spouse's benefit
  - (b) Impact of the decline of US dollar pensions benefits (IAEA and FAO proposal)
  - (c) UNJSPB Working Group on the Plan Design
  - (d) Contributions of part-time staff members and GA rejection of Pension Board recommendation thereon
5. HIV/AIDS in the UN work place (joint session with the FIELD SC - Presentation by UN Plus and UN cares)
6. Work/life balance
7. Retirement age
8. UNESCO Medical Services
9. Long Term Care

10. Nomination of Standing Committee officers and Core Group members

**Election of the rapporteur (Agenda item 2)**

3. Mr. Alejandro Rovira (FAO-APS) was nominated Rapporteur of the meeting.

**Report on follow-up activities since the 61<sup>st</sup> Council (Agenda item 3)**

4. The Chair introduced the item and reiterated that no substantial feedback had been received by the Working Group during 2008 despite various follow ups. The Chair further explained that a standing committee's duty was to continue the work during the year and it should not expect the Chair to be responsible for decisions/actions between one council and another.

**Report on the 55<sup>th</sup> session of the United Nations Joint Staff Pension Board (UNJSPB) (Agenda item 4)**

5. The UN Pension Fund had reported a 0.49 per cent actuarial surplus for the past biennium and an actuarial surplus for the sixth consecutive 2-year period. That low actuarial surplus did not allow for any major changes in the benefits. Hence, the final deduction of 0.5 in the cost-of-living adjustment for retirees still remained.

6. Indexation of the North American equities had still not been implemented, although approved in 2006. It was pointed out that the decision to outsource and index those equities had been approved by the Board and deferred by the United Nations General Assembly. The Committee noted that according to the Director of the Investment Management Service, market volatility and weakness in the financial sector had precluded the possibility of implementing indexation. That notwithstanding, the decision had not been reversed; it still stood as a decision. The Committee expressed its satisfaction that the decision to manage passively the North American portfolio had not yet been implemented as that would most likely have decreased the valuation of the UN Pension Fund significantly.

**The Standing Committee recommended that the FICSA Executive Committee, in the appropriate fora and at the UN Pension Board, seek the withdrawal of the decision to index the North American portfolio of the UN Pension Fund.**

*(a) Divorced surviving spouse's pension benefits*

7. Since 1997, some positive results had been achieved; however, further improvements were required. UN Women's Guild (UNWG) presented document FICSA/C/SOCSEC/CRP.2/Rev.1 (Appendix 1) to the Committee requesting the modification of Article 35bis of the Regulations, Rules and Pension Adjustment system of the United Nations Joint Staff Pension Fund, specifically Article 35bis(b)(i) to reduce the eligibility period from 10 to 5 years of marriage for a divorced surviving spouse's pension benefit. The reduction to 5 years of the 10-year period of marriage being requested under Article 35bis(b)(i) was necessary by analogy with Article 28 of the Fund's Regulations which provided that in order to get a pension benefit, a participant needed 5 years of contributory service.

**The majority of the Standing Committee recommended that the FICSA representative should support FAFICS at the UN Pension Board in discussions on lowering from 10 to 5 years the period of eligibility needed for the receipt a divorced surviving spouse's pension benefit.**

8. In adopting a minority position, the representative from the IAEA explained that the item was presented every year; however, FICSA represented staff members, not spouses. He wished to have it noted in the minutes that the correct forum for addressing the item was the UNJSPB and local courts of law and not the Standing Committee on Social Security/OHS. FICSA should be supporting active staff members and not the ex-spouses of staff members.

*(b) Impact of the decline of the US dollar on pension benefits (IAEA and FAO proposal)*

9. A proposal had been put forth to the UN Joint Staff Pension Board at its 55<sup>th</sup> Session in Rome. The decline in the US dollar was affecting retiree pensions in Euro-based countries. The idea was to mitigate the effects of the declining US dollar by extending the local-track calculation to include the last 10 years average moving exchange rate instead of the current three-year period. The UN Pension Board, however, had not approved that modification to the local-track calculation.

*(c) Working Group on Plan Design*

10. The Committee was informed that the first meeting of the Working Group on Plan Design had met in Geneva in January 2009. No precise proposals had been put forward as the Working Group was at an early stage in its deliberations. The response had been positive to the specific question whether the new Working Group on Plan Design would continue with the long-term review so as to ensure an appropriate level of benefits for all surviving divorced spouses. The first meeting had been more in the nature of a brain storming exercise and prioritization had yet to begin. It was expected that further and more precise information would be available for the Board meeting in July 2009 in Vienna.

**The Standing Committee recommended that the FICSA Executive Committee liaise with the participants' representatives and FAFICS members of the Working Group on Plan Design so as to monitor and study any eventual proposals for changes to the Plan Design.**

*(d) Contributions of part-time staff members and GA rejection of Pension Board recommendations thereon*

11. At the 55<sup>th</sup> Session of the UN Joint Staff Pension Board, a proposal had been put forward to allow part-time staff members to make voluntary contributions; it had been approved. The proposal would be limited to a three-year period and the option had to be taken in the first year of the part-time employment. However, the proposal had not been endorsed at the General Assembly in December 2008.

**HIV-AIDS in the workplace (Joint session with FIELD SC – Presentation by UN Plus and UN Cares) (Agenda item 5)**

12. UN Cares and UN Plus were groups with a system-wide view. They were in the process of signing a memorandum of understanding with FICSA. The Committee was presented with the ten minimum standards to be implemented by all organizations by 2010, and briefed on all the activities

of UN Cares. UN Cares and UN Plus would like FICSA to help spread information about HIV/AIDS in the workplace and interagency assistance for staff to participate in HIV/AIDS workshops.

**The Standing Committee recommended that the FICSA Executive Committee should invite the regional facilitators who had been trained by UN Cares to provide a brief presentation during the HR Network meetings programmed for 2009.**

#### **Work/life balance (Agenda item 6)**

13. A document was provided by UNAIDS Staff Association on Work/Life balance. For want of time the Committee was unable to discuss the item; however, a document was provided by UNAIDS on Work/Life balance (see Appendix 2).

#### **Retirement age (Agenda item 7)**

14. A proposal pointing out inequities in the mandatory separation age of WHO staff (see Appendix 3, document prepared by WHO/EURO Copenhagen entitled “An optional age of separation”) was put forward for discussion. The proposal would allow all staff members to take the option to work until 65 years of age, thereby enabling them to contribute longer to the UN Pension Fund.

15. Although members of the Committee were in favour of extending the retirement age, some pointed out that it should be studied within the context of their staff associations/unions and individual organizations. It was also mentioned that the International Civil Service Commission (ICSC), HR Network and other bodies were also studying the mandatory separation age.

**The Standing Committee was in favour of raising the age of separation to 65 and recommended that the FICSA Executive Committee monitor developments and proposed policy changes.**

#### **UNESCO Medical Services (Agenda item 8)**

16. The representative from UNESCO mentioned that the Medical Service of UNESCO was under the organizational structure of the HR Division. That could lead to confidentiality issues since the Human Resources (HR) Division was the entity responsible for issuing and renewing contracts. It was proposed that UNESCO liaise with FICSA to seek clarification on the subject.

17. It was also mentioned that some HIV-positive staff members were paying for their own medical expenses so as to avoid disclosure of their HIV status to the organization when processing their medical claims.

#### **Nomination of Standing Committee officers and Core Group members (Agenda item 9)**

18. The Standing Committee nominated Mr. Svend Booth (FAO/WFP-UGSS) as Chair and Mr. Dean H. Neal (IAEA) and Ms. Nathalie Tschyrokow (UNWG) as Vice-Chairs.

## Appendix 1

### **UN DIVORCED SPOUSES – MODIFICATIONS TO SURVIVOR’S BENEFITS PROVISIONS – LATEST DEVELOPMENTS**

#### **Comments prepared by the UNWG-GE for the 62<sup>nd</sup> session of the FICSA Council**

##### **Divorced surviving spouse’s benefit - A summary of a constructive collaboration**

1. The question whether and under what conditions former spouses should be entitled to a survivor’s benefit has been under consideration by the UNJSPB and other UN organs since 1978.
2. UNWG-Geneva collaboration on this matter with UNJSPB, CCAQ (for CEB), FICSA, FAFICS and the specialized agencies goes back to late 1991. UNWG-Geneva became a member of FICSA with consultative status in early 1992 and, in 2004, a member of CLAFG (Centre de Liaison des Associations féminines genevoises - about 50 associations. For more information, visit HYPERLINK: “[clafg@bluewin.ch](mailto:clafg@bluewin.ch) and [www.clafg.ch](http://www.clafg.ch)“).
3. Before the adoption of Article 35bis, under the survivor’s benefit provisions of the UNJSP Fund’s Regulations, dating back to 1947, in case of divorce, a spouse of long years of marriage during international employment received no survivor’s benefit, and no alimony payments after the death of his/her ex-spouse. In case of remarriage of a staff member, even shortly before retirement, the new spouse was getting the full survivor’s benefit, regardless of his/her age or length of marriage, as opposed to the participant whose pension is determined according to years of contributions to the Pension Fund and age (Article 28). Besides, in countries where polygamy is legal, all surviving spouses shared and still share one widow’s benefit equally (Article 34g).

##### **Article 35bis of the UNJSPF Regulations**

4. Article 35bis of the Regulations, introducing surviving spouse’s benefit, subject to a number of restrictive eligibility conditions specified in the text, was adopted by the Board at its 48th session (Vienna, 7-10 July 1998) in most unsatisfactory conditions. It is recognized in the proposal itself (Annex VI to the Report of the 48th session, paragraph D), that it had been drafted “under pressure”. The proposal, made on behalf of representatives of the executive heads, was submitted at a very late stage during the session. There was no possibility whatsoever for any discussion during which the members of the Board could point out its shortcomings or suggest amendments.
5. During the discussion of the proposal by the General Assembly in December 1998, a number of delegations were of the opinion that the proposals of the Board with respect to the divorced surviving spouse’s benefit did not go far enough and expressed the hope that the Board would consider the matter further. (JSPB/SC/182/R.18/Add.1).
6. At its 55th session, in December 2000, acting on the recommendation of the Board, the General Assembly approved a number of additional changes in the Regulations of the Fund concerning entitlements to survivor’s benefits for former spouses. However, important issues still remained to be solved positively, as a matter of urgency, for the sake of equity. In matters of Human Rights and social security, the United Nations system, including the UNJSP Fund, not only cannot trail behind, but should endeavor even more to set an example as a human employer.

7. At a time when not only the UN, but the international civil service is under attack, a time when we must be even more vigilant in invigorating the ideals and vision of the international civil service, we must endeavour to improve the credibility and image of the UN common system not only with words and declarations, but also by helping the UN to improve the system from within by applying the aims and ideals it advocates for its Members States, to itself. One such example could be to better coordinate our efforts in order to finally solve equitably and at no real additional cost to the Pension Fund, the still existing inconsistencies and injustices of the eligibility conditions under Article 35bis of the Pension Fund Regulations.

### **Studies and Proposals for Changes**

8. In relation to Article 35bis (a) and (e) the Final Report of the Working Group (July 2002) charged with undertaking a fundamental review of the Pension Fund indicates that, although the Pension Fund has responded positively to the need to provide for a benefit to divorced surviving spouses of former participants in 1998, from the point of view of social justice, however, the situation cannot be fully satisfactory since the determination of the amount of the benefit is determined on whether the separation from active service of the former participant occurred before or after April 1999, and the Consulting Actuary had estimated that the cost of the extension of the benefit to all otherwise qualifying divorced surviving spouses would be relatively small. The Group recommended that, in the framework of the longer term review, the present provisions be examined to ensure an appropriate level of benefits for all surviving divorced spouses (JSPB/51/R.30, Chapter VI, paragraphs 260 and 261).

9. In 2004 another study was requested from the Pension Fund Secretariat on all benefit provisions in respect of family or former family members, including proposals made by FAFICS regarding modifications to Article 35bis. It was also proposed that the study should include the possibility of reducing the 10 years of marriage now required under Article 35bis (b)(i) to five years (JSPB/52/R.43).

10. FICSA has long advocated that divorced spouses should receive a fair share of the survivor's benefit and welcomed the decision of the Pension Board in 2004 to study the possibility of reducing the ten years of marriage now required under Article 35bis (b)(i) to five years.

11. In February 2005, the FICSA Council adopted the following recommendations of the Standing Committee on Social Security/OHS: "FAFICS/FICSA/UNWG should continue their efforts and press for: (a) the resolution of the inconsistencies regarding benefits payable to surviving spouses and divorced spouses in Article 35bis of the Pension Fund Regulations; and (b) reduction to five years of the ten-year period of marriage now required under Article 35bis." This recommendation was reiterated by the FICSA Council in February 2006.

12. In its statement to the Board (JSPB/53/CRP.12) in July 2006, FICSA proposed the reduction to five years of the ten years of marriage now required under article 35bis(b)(i) and expressed the hope that the Board will consider this matter when discussing the proposed amendments to article 35bis.

13. The Board intended to consider all benefit provisions relating to family benefits at its 53rd session in 2006, but instead deferred the item to its next session. In 2007, the Secretary/CEO proposed changes to Articles 35bis and 35ter of the Regulations of the Fund. The Board, however, agreed that these proposals as well as the ones that had been made previously by FAFICS should be reviewed during its 2008 session.

14. In 2008, FAFICS presented a note to the Board reiterating the proposals that it had previously submitted to the Board regarding modifications to Article 35bis. In addition to recommendations made in 2006, FAFICS suggested that a requirement of Article 35bis(b)(i) with regard to ten years of continuous period of marriage, during which contributions were paid to the Fund, should be reduced to five years. The Board requested that an appropriate text be presented by the Secretary/CEO for its consideration at its next session, in 2009.

15. In July 2008, FAFICS/FICSA/UNWG has come a long way, by agreeing on modification/elimination of 7 eligibility conditions of Article 35bis. On 23 December 2008, acting on the recommendation of the Pension Board, the General Assembly approved the resolution on the United Nations pension system, including article 35bis(b)(ii) and(v). This means that there are just 5 more proposals for modification of Article 35bis left. The final resolution has not been published yet. When available, it will be released as A/RES/64/1. Let us make another effort and have them finally examined, for adoption by the UNJSPB, at its next session in July, 2009, inspired by the UN Secretary-General, Mr. Ban Ki-moon «Vision for our UN», presented at a seminar in Turin in September 2007, as follows: “There is no alternative to our UN. So, let us improve the UN we have, and make it work better and more efficiently. Our work together is vital. But let us never forget. We will be judged by what we deliver – by results ... We must find new ways to work more efficiently as an organization – to deliver more fully on our promises, as enshrined in our Charter, one of the most noble documents in the history of humankind. We can be faster, more flexible. Not wedded to the status quo. More open to new ideas and ways of operating. We must be more modern. We will be judged in the future on the actions we take today – on results. ... Pushing the system to change and move faster. Prodding it to action and getting results.”

#### **Survivor's Benefit Provisions – Proposed Modifications**

16. The FICSA Council, since 2005 has repeatedly recommended that FAFICS/FICSA/UNWG continue their efforts and press for (a) the resolution of the inconsistencies regarding benefits payable to surviving spouses and divorced spouses in Article 35bis of the Pension Fund Regulations and, (b) reduction to five years of the ten years period of marriage now required under this article”.

17. UNWG-GE assembled a Review of updated proposals for modification/elimination of some inequitable eligibility conditions under Article 35bis (Attachment).

### Attachment

#### Review of recommendations for modification/elimination of certain eligibility conditions under Article 35bis, as of 20 January 2009

Existing text	Proposed text	Comments
Article 35 bis		
Divorced surviving spouse's benefit.	<p>a) Any divorced spouse of a participant or former participant, separated on or after 1 April 1999, who was entitled to a retirement, early retirement, deferred retirement or disability benefit, or a participant who died in service on or after that date, may, subject to the provisions of article 34(b) (applicable also to widowers), request a former spouse's benefit, if the conditions specified in paragraph (b) below are fulfilled.</p>	<p>a) As agreed at the Working Group meeting on 1-2 April 2004 in Geneva and in accordance with FAFICS proposals to the JSP Board in July 2004, 2006 and 2008. Under the existing article 35bis(a) a former spouse of a participant separated from service before 1.4.1999, still married after the separation and divorced some time after 1.4.1999 will be getting only twice the minimum (article 35bis(e)), having met all the other eligibility conditions and after long years of marriage; it is aberrant. Besides, the survivor's benefit is a prospective right, which is determined on the day of the death of the participant on the basis of existing Pension Fund Regulations. It is an outdated discrimination on the basis of divorce – a social status and also on the basis of age, the former spouse is usually older than the new one.</p>
b) Subject to paragraph (d) below, the divorced spouse is entitled to the benefit set out in paragraph (c) below, payable prospectively following receipt of the request for a divorced surviving spouse's benefit, if, in the opinion of the Chief Executive Office of the Fund, all of the following conditions are fulfilled:	No change	
(i) The participant had been married to the former spouse for a continuous period of at least ten years, during which contributions were paid to the Fund on account	(i) The participant had been married to the former spouse for a continuous period of at least [ten] <u>five</u> years during which contributions were paid to the	(i) As agreed at the Working Group meeting on 1-2 April 2004 in Geneva and repeatedly recommended by the FICSA Council.

of the participant or the participant was awarded a disability benefit under article 33 of the Regulations.	Fund on account of the participant or the participant was awarded a disability benefit under article 33bis of the P.F. Regulations.	<p>In July 2008, FAFICS suggested <i>inter alia</i>, that a requirement of article 35bis(b)(i) with regard to 10 years of continuous period of marriage as an entitlement to a survivor's benefit by a divorced spouse should be reduced to five years. The Pension Board requested that an appropriate text be presented by the Secretary/CEO for consideration at its next session in 2009.</p> <p>The reduction to five years of the ten-year period of marriage now requested under Article 35bis (b) (i) is necessary by analogy with Article 28 of the Fund Regulations which provides that a participant, to get a pension benefit, needs five years of contributory service.</p>
(ii) The former spouse had not remarried.	(ii) [The former spouse had not remarried].	(ii) In line with the recommendation of the Pension Board and as approved on 23 December 2008 by the General Assembly. The final resolution, not yet published, will be released as A/RES/641 and placed on the Pension Fund's website.
(iii) The participant's death occurred within 15 years of the date when the divorce became final, unless the former spouse proves that at the time of the death the participant was under a legal obligation to pay maintenance to the former spouse.	(iii) It is proposed that this paragraph be deleted.	(iii) As proposed at the Working Group meeting on 1-2 April 2004 in Geneva and in FAFICS proposals to the UNJSPB of 2004, 2006 and 2008.
(iv) The former spouse has reached the age of 40. Otherwise the benefit entitlement shall commence on the day immediately following the day that age is reached.	(iv) The former spouse has reached the age of 40, otherwise the benefit entitlement shall commence on the day immediately following the day that age is reached <u>unless there are one or more dependent children resulting from the marriage in his or her custody.</u>	(iv) As proposed at the Working Group meeting on 1-2 April 2004 in Geneva and in FAFICS proposals to the UNJSPB of 2004, 2006 and 2008.
(v) Evidence is provided by the former spouse that the participant's pension entitlement from the Fund was not taken into account in a divorce settlement.	(v) Evidence is provided [by the former spouse] that [the participant's pension entitlement from the Fund was not taken into account in] a divorce settlement does not have an express	(v) In line with the recommendation of the Pension Board and as approved on 23 December 2008 by the General Assembly. The final resolution, not yet published, will be released as A/RES/641 and placed

	<u>renouncement to UNJSPF pension benefit entitlement.</u>	on the Pension Fund's website.
(c) A former spouse who, in the opinion of the Chief Executive officer, has met the conditions set out in paragraph (b) above shall be entitled to the widow's or widower's benefit under article 34 or 35 as the case may be, however, if the participant is survived by both one or more such former spouses and/or by a spouse entitled to a benefit under article 34 or 35, the benefit payable under article 34 or 35 shall be divided between the spouse and former spouse(s) in proportion to the duration of their marriages to the participant.	No change	
(d) Article 34(f) and (g) shall apply mutatis mutandis.	No change	
(e) The divorced spouse of a former participant who separated before 1 April 1999 and, in the opinion of the Chief Executive Officer, met all the other eligibility conditions in paragraph (a) and (b) above shall be entitled as from 1 April 1999 to a benefit equal to twice the minimum surviving spouse's benefit under article 34(a) subject to the proviso that the amount of such benefit cannot exceed the amount payable to a surviving spouse of the former participant.	(e) The [divorced] <u>former</u> spouse <u>divorce</u> <sup>3</sup> before 1 April 1999 from a participant or former participant who separated before 1 April 1999 and, in the opinion of the Chief Executive Officer, met all the other eligibility conditions in paragraphs (a) and (b) above shall be entitled to a benefit equal to [twice] <u>three</u> times the minimum surviving spouse's benefit under article 34(c), <u>and to four times this benefit in the case of marriage to the former participant lasting 25 years or more</u> subject to the proviso that the amount of such benefit cannot exceed the amount payable to a surviving spouse of	(e) As also proposed by FAFICS to the JSPB in July 2004, 2006 and 2008. The FAFICS Council in July 2008 rejected the contention of the Secretary/CEO of the Fund that the adequacy of all minimum benefits be reviewed. The benefit in question (Article 35bis(e)) warranted consideration in isolation as it was not a minimum benefit, but a benefit in its own right.

<sup>3</sup> If Article 35bis (a) is not modified as proposed, the 3 ½ first lines, from the words 'The divorced' to 'former participant' be replaced by the words: "The divorced spouse of a former participant who separated before 1 April 1999." the rest of the proposal for modification stays the same as it is.

<sup>4</sup> In relation to Article 35bis (a) and (e) it should be noted that the Final Report of the Working Group charged with undertaking a fundamental review of the Pension Fund indicates that, although the Pension Fund has responded positively to the need to provide for a benefit to divorced surviving spouse of former participants in 1998, from the point of view of social justice, however, the situation cannot be fully satisfactory since the determination of the amount of the benefit is determined on whether the separation from active service of the former participant occurred before or after April 1999, and the Consulting Actuary had estimated that the cost of the extension of the benefit to all otherwise qualifying divorced surviving spouses would be relatively small – JSPB/51/R.30, paragraph 260.

	the former participant. <sup>4</sup>	
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N.B. Proposed additions are indicated by underlining and deletions appear within square brackets.

### **Additional Remarks**

#### 1. Article 35bis (a) and (e)

Problems connected with the implementation of Article 35bis (a) and (e) can be solved equitably for a former spouses of a participant separated from service before 1 April 1999 or after a divorce before 1 April 1999 if he/she, having met, in the opinion of the Chief Executive Officer, all other eligibility conditions in paragraphs (a) and (e) of Article 35bis, shall be entitled to a benefit equal to [twice] three times the minimum surviving spouse's benefit under article 34(a), and to four times this benefit in the case of marriage to the former participant lasting 25 years or more.

#### 2. Proposal for modification/elimination of 5 eligibility conditions

##### Article 35bis

- (a) Change of reference date for the application of the article 35bis from separation from service to date of divorce.
- (b) (i) 5 instead of 10 years of duration of marriage
- (iii) Elimination of the condition that the death of a participant has to occur within 15 years of the date when divorce became final.
- (iv) Age limit: to add at the end of the paragraph: unless there are one or more dependent children resulting from the marriage in his or her custody.
- (e) The benefit in question to be granted in case of participant's separation from service and/or divorce occurred before 1 April 1999 to be equal to [twice] three times the minimum benefit under Article 34 (c) and 4 times if marriage lasting 25 years or more.

## Appendix 2

### SENIOR MANAGEMENT TEAM MEETING 21 November 2008

#### INTRODUCTION OF A WORK LIFE BALANCE POLICY AT UNAIDS

##### Introduction and Objectives

This document contains information on the draft Work Life Balance (WLB) that is being proposed for UNAIDS. Proposal is made jointly by the USSA and HRM for adoption by SMT.

##### Recommendations

SMT is invited to agree the following:

1. A WLB policy to provide a supportive and enabling work environment which will optimize staff productivity and enhance UNAIDS position as an employer of choice;
2. The implementation of a WLB policy for UNAIDS based on the following guiding principles (contained in paragraph 3 of the draft policy);
  - Acknowledgement that implementation of WLB policies and practices are not an automatic right nor are they entitlement based. They are subject to agreement by the supervisor and are purely voluntary for all concerned;
  - A focus on a culture of managing for results with clearly defined and shared objectives, rather than managing staff based upon their physical presence in the office;
  - The introduction and operation of a WLB policy will be cost-neutral to UNAIDS;
  - An understanding by all concerned (managers, staff and their peers) of their respective roles, rights and responsibilities in supporting these processes;
  - A sense of trust and responsibility on the part of staff and managers alike;
  - Clear communication among all members of the working team, reflecting a cooperative spirit in achieving mutual goals and supporting work objectives, taking into account the distribution of work among members of the immediate team and larger work groups;
  - Flexible working arrangements are job-specific and time-limited. The use of flexible working arrangements must be compatible with the type of job performed; and
  - The productivity level achieved under flexible working arrangements must be confirmed by management as at least consistent with that established under standard structures.
3. Delivery of an implementation strategy for the WLB policy including informing staff of existing policies and practices; and

4. Commitment of the Organization to working, to the extent possible, to fill gaps in the WLB policies and practices made available to staff.

## **BACKGROUND**

1. A draft Work Life Balance (WLB) policy was presented to the SMT in October 2006 for approval. Although sound from a HR perspective it was not found to be grounded in management realities and was consequently not agreed. HRM and the USSA have since worked with a consultant - who was subsequently recruited by the CEB Secretariat to work on WLB and other social policies for the UN system – to develop a business case for a WLB policy at UNAIDS based upon one under development for the UN as a whole, and which recognises the specific needs of the Organization. The attached document brings together both these elements into a draft policy for UNAIDS.

## **INTRODUCTION**

2. The need for additional support in the area of work-life balance (WLB) has become increasingly apparent in recent times. The growing complexity of operations, pressure to “do more with less”, changing demographics and societal trends, and a revolution in technological applications have all conspired to create an environment in which the boundaries between the demands of staff’s professional lives and their commitments outside the office have become ever more blurred. Managing these boundaries is a challenge for management and staff alike.
3. Within the United Nations, the custom has been to work as much as needed to get the job done. Though there is attention to maintaining a good work/life balance, the nature of the work often promotes a 24/7-attitude. However, increasing numbers of emergencies, tightening budgets and complex administrative procedures are making this habit unhealthy and untenable. Organizations also being faced with costs related to increasing instances of staff burn-out and stress-related absenteeism.
4. WLB has been on the UN Human Resources management agenda for many years. In 1995, the Executive Heads adopted the Work/Family Agenda and in 1998, the Reform of Human Resources Management in the UN System was adopted. Over time, agencies have piloted organization-wide programmes that have been adapted to fit their specific circumstances. Whether the focus is on increased productivity, improved customer service or higher quality client services, good WLB is confirmed to be an extremely important contributor to finding a good balance between professional and private life.

## **WORK LIFE BALANCE IN THE CONTEXT OF UNAIDS**

5. A recent study by an external consultant has shown that UNAIDS has many of the policies in place that support staff members in achieving a sound balance between the tasks and demands of their professional and their private lives. The implementation of a single WLB policy for UNAIDS is intended to place these policies within a chapeau of WLB tools for implementation and communication to, and use by, staff within the parameters of a number of guiding principles.

6. Specifically for UNAIDS, it is important to develop and support staff members that have the emotional and intellectual capacity to deal with the epidemic, and to remain an employer of choice so as to continue to attract and retain high quality employees. Some staff members need a clear separation between work and private life; others prefer a more seamless approach in which there is time for work in private life and private life during work.
7. A culture change is needed to move from managing on ‘time behind the desk’ to managing on outputs and outcomes. Staff members and managers alike identify the Organisation as being in a continuous ‘change mode’, with resulting significant work overload, micro-management and no time to learn about, and implement, new tools such as results-based management.
8. There are also a number of issues that are specific to UNAIDS staff members that should be taken into account when addressing WLB:
  - UNAIDS has a relatively high number of staff members living with HIV (estimated prevalence rate of 1.5%): some staff members need access to a resting room or sick bay to take a short time-out, especially when they are changing medicines or returning from duty travel and their workload makes them return directly to the office. Flexibility is also key in allowing such staff the possibility of working from home as needed; and
  - Some staff are on WHO and others on UNDP contracts. Both organizations have different approaches to and cultures around WLB. It is important to implement a UNAIDS WLB approach that will work for both kinds of contracts.

## GAP ANALYSIS

9. When compared to existing WLB policies there are essentially three main areas missing at UNAIDS: compressed work week, telecommuting<sup>5</sup>, and child care facilities. The SMT is not requested to make any decision regarding these areas at this time but is kindly asked to note that they be identified as areas of further work to be taken forward by HRM with the support of the USSA. This work will be carried out without prejudice to any subsequent decision by the Administration to implement policies related to these issues but is rather meant to inform future discussion and possible action.
10. **Compressed work week:** this is defined by arrangements whereby the number of hours worked per day are increased in order to gain free time on other days or to have a day off. There are various permutations, but the most common are the compression of ten working days into nine (the 10 in 9 option) and the compression of five working days into four and a half (the 5 in 4.5 option). This redistribution of normal working hours gives staff the opportunity to take a designated day off the normal workweek, every other week, or a half-day, once a week. Days taken off under the compressed working schedule option cannot normally be carried forward or accumulated. The arrangements should be coherent within work teams. The overall productivity of the office must not be compromised and essential functions must be covered every day of the working week, e.g. by staggering the time off taken by different members of the team. The UN secretary General bulletin on Flexible Working Arrangements states that staff members can take

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<sup>5</sup> Both compressed work week and telecommuting are the subjects of a UN Secretary General Bulletin on flexible working arrangements (ST/SGB/2003/4) and thus have legitimacy within the UN system.

off the last day of every second work week. However, in many cases it is useful to define this at the level of the team or work unit, so as to prevent everyone taking the same day off.

11. It is noted that a number of UNAIDS field offices already operate a compressed work week. HRM will conduct a survey of such practices with the aim of developing an Organization-wide policy. Such a policy could be adapted to fit some organization- or unit- specific needs and criteria, taking into account the fact that compressed work week schedules affect a whole team, not only an individual.
12. **Telecommuting:** is defined as using a designated alternate workspace to perform office work. It is useful when carrying out tasks that require uninterrupted attention, or that are carried out in addition to tasks performed in the office. It may be established on either a full-time or a part-time basis. For a telecommuting arrangement to work well, the staff member(s) concerned must be able to support the automation platform required to compensate for the separation.
13. It is clear that allowing for telecommuters requires a greater investment from the individual, the manager and the office colleagues, due to the fact that additional work and availability plans have to be made and some of the unit's work load arranged around the office presence of staff members. In addition, managers must be able to manage on outputs and be comfortable with the social contract they have with their staff, based on mutual trust rather than factual presence in the office. This obviously limits the number of staff who can use the telecommuting option at any given time.
14. HRM will study existing UN models for telecommuting (most notably UNICEF and UNDP) with a view to running a small pilot in UNAIDS. They will look at the feasibility for telecommuting at UNAIDS on the basis of work performed outside the office for a minimum of 1 day and a maximum of 5 days per week.
15. It should be noted that UNAIDS currently allows **home working** as distinct from telecommuting. Home working differs from telecommuting in that it is ad hoc in nature and is negotiated between staff and supervisors purely on an as needed basis such as, family situations that exceptionally require the staff member to physically be at home, or when a piece of work requires an environment that is less open to disruption. Also, the Organization bears no liability for staff on home working nor is it responsible for facilitating it through e.g. the provision of computer equipment. Therefore, the SMT is invited to consider ongoing support for home working on an ad hoc, as needed, basis.
16. **Child Care Facilities:** the assisted provision of crèche facilities for the children of UNAIDS staff members at Headquarters is currently under negotiation.

#### **COMMUNICATION OF POLICY TO UNAIDS STAFF / IMPLEMENTATION STRATEGY**

17. The following elements are proposed for inclusion in an implementation strategy that will be managed by HRM with the support of the USSA:
  - (a) WLB policy to be posted on the UNAIDS Intranet and given to all new staff as well as inclusion of the policy within a broader communication strategy on human resources issues: under the responsibility of HRM including the use of email bulletins and the UNAIDS intranet;

- (b) Specific support to managers who have to facilitate the implementation of these policies: there is a need for focussed support within HRM to help managers understand and equitably implement the staff rules and regulations, and to work within their flexibilities to adapt them to the specific needs of their unit or team;
- (c) Development of a monitoring and evaluation mechanism using both the staff survey and specific evaluation tools: to address WLB and to use the staff responses as a baseline for future evaluation. Key indicators can track simple measures such as the number of staff using the child care facility or the number of staff using the telecommuting or compressed work week options; and
- (d) A review of the efficacy of the WLB policy after 2 years of its operation.

## Attachment 1



### WORK LIFE BALANCE POLICY FOR UNAIDS

**Policy Objective:** to provide a supportive and enabling work environment which will optimize staff productivity and enhance UNAIDS position as an employer of choice.

#### INTRODUCTION

1. The need for additional support in the area of work-life balance (WLB) has become increasingly apparent in recent times. The growing complexity of operations, pressure to “do more with less”, changing demographics and societal trends, and a revolution in technological applications have all conspired to create an environment in which the boundaries between the demands of staff’s professional lives and their commitments outside the office have become ever more blurred. Managing these boundaries is a challenge for management and staff alike. Specifically for UNAIDS, it is important to develop and support staff members that have the emotional and intellectual capacity to deal with the epidemic, and to remain an employer of choice so as to continue to attract and retain high quality employees. Some staff members need a clear separation between work and private life; others prefer a more seamless approach in which there is time for work in private life and private life during work.

2. UNAIDS is increasingly a global workplace, with operations underway around the clock in over 80 countries. By introducing greater flexibility in patterns of work, it is intended to empower managers and their staff to manage outputs in ways that are more in keeping with this global reality rather than the traditional fixed-schedule, one-location structure.

#### GUIDING PRINCIPLES

3. The following guiding principles form the basis of the design and operation of the UNAIDS WLB policy:

- Acknowledgement that implementation of WLB policies and practices are not an automatic right nor are they entitlement based. They are subject to agreement by the supervisor and are purely voluntary for all concerned;
- A focus on a culture of managing for results with clearly defined and shared objectives, rather than managing staff based upon their physical presence in the office;
- The introduction and operation of a WLB policy will be cost-neutral to UNAIDS;

- An understanding by all concerned (managers, staff and their peers) of their respective roles, rights and responsibilities in supporting these processes;
- A sense of trust and responsibility on the part of staff and managers alike;
- Clear communication among all members of the working team, reflecting a cooperative spirit in achieving mutual goals and supporting work objectives, taking into account the distribution of work among members of the immediate team and larger work groups;
- Flexible working arrangements are job-specific and time-limited. The use of flexible working arrangements must be compatible with the type of job performed; and
- The productivity level achieved under flexible working arrangements must be confirmed by management as at least consistent with that established under standard structures.

## **POLICIES AND PRACTICES WITHIN THE WORK LIFE BALANCE UMBRELLA**

4. WLB is not a single policy but brings together a number of policies and practices. A full list of such policies – as they are currently implemented by UNAIDS - is contained in the attachment and will henceforth form the major content of UNAIDS WLB policy. Gaps in WLB-related policies have been identified and are being addressed by the Administration in cooperation with the USSA.

**Attachment 2****EXISTING POLICIES AND PRACTICES WITHIN THE WORK LIFE BALANCE UMBRELLA**

<b>Policy area</b>	<b>Definition and Modalities</b>	<b>Application in UNAIDS</b>
Flexible working arrangements	<p>Scheduling programme that has flexible starting and finishing times within pre-established limits, and a core time in the middle of the day, during which all staff must be present. It requires a certain number of hours to be worked within a given time period.</p> <p>Each department/unit/office should determine whether this option is viable and, if so, establish parameters around the agreed common work week for the location and local UN system practice. In accordance with ILO standards, a minimum period of half an hour shall be reserved for the lunch break.</p> <p>At UNAIDS Headquarters, core and flexible time will remain unchanged, pending experience with the other elements of the flexible working arrangements programme as listed above.</p>	Provision exists
Part time working	<p>Arrangement whereby staff work for less than 100 per cent of the officially established workday and workweek for the duty station. There are three types of part-time employment:</p> <ul style="list-style-type: none"> <li>a) regular part-time employment: staff are recruited to work on less than a 100 per cent basis, or are subsequently converted to part-time status.</li> <li>b) temporary part-time employment: serving staff may work less than 100 per cent for a temporary period, for the purpose of e.g. child or other care responsibilities, illness in the family, pursuit of outside studies etc. In view of current post-funding modalities, such arrangements are time-limited, and are available in combination with other types of leave (annual, maternity, paternity, adoption leave). (See also in this connection sections on leave, and reasonable accommodation, below).</li> <li>c) job sharing: the duties of a full-time position are split or shared among two people on a part-time basis.</li> </ul> <p>Under these options, salary and benefits are prorated accordingly.</p>	Provision exists

Policy area	Definition and Modalities	Application in UNAIDS
Parental leave (maternity, paternity, adoption)	<p><b>Maternity and paternity leave entitlements</b> for UNAIDS staff members are established at the common system level (maternity leave: sixteen weeks leave with full pay; paternity leave: up to four weeks with full pay. At non-family and/or Special Operations approach-designated duty stations, paternity leave is increased to eight weeks for internationally recruited staff). A number of flexibilities have been introduced around these entitlements to support work-life balance, without increasing the entitlement:</p> <p><b>Shared maternity leave:</b> where both parents of a newborn child are UNAIDS staff members, the father may, subject to certain conditions, use a portion of the mother's maternity leave, without prejudice to any paternity leave.</p> <p><b>Annual leave following maternity/paternity leave:</b> requests to take annual leave following maternity /paternity leave will be given favourable consideration, subject to the needs of the Joint Programme.</p> <p><b>Other flexible working arrangements following maternity/paternity leave:</b> Subject to the needs of the Joint Programme, requests to combine part-time work with annual leave following maternity/paternity leave will be given favourable consideration.</p> <p>Similar flexibilities apply in the case of special leave for adoption purposes.</p>	Provision exists: 16 weeks maternity leave, 4 weeks paternity leave, 8 weeks adoption leave
Family leave (paid or unpaid)	Arrangement whereby part or all of the staff member's uncertified sick leave entitlement (maximum seven days/year) may be granted to attend to family-related emergencies. Eligibility extends to all categories of staff in all locations.	Provision exists: up to 7 days uncertified sick leave may be used
Leave without pay		Provision exists
Compassionate leave (or unpaid sick leave)	<p>Leave granted in the event of a death in the staff member's immediate family (spouse, child, father/mother, brother /sister).</p> <p>For staff covered under the WHO Staff Rules, provisions for paid leave exist specifically for this purpose (up to three days, regardless of whether travel is involved). For staff falling under UNDP arrangements, such leave is covered under family leave provisions (see above); there is also the possibility of unpaid leave of reasonable duration. Options</p>	Provision exists: 3 days for death in the immediate family + 2 travel days if needed.

Policy area	Definition and Modalities	Application in UNAIDS
	for addressing this discrepancy are being explored.	
Uncertified sick leave		Provision exists: 7 days per year, but not more than 3 at a time
Home leave		Provision exists: travel cost is compensated, but leave is taken from the annual leave entitlement.
Overtime compensated		Provision exists for GS staff only
Time off to breastfeed	<p>UNAIDS has in place a series of measures designed to foster and protect breastfeeding:</p> <p>(i) Time off: nursing mothers are allowed time off for up to two hours a day for breastfeeding. Supervisors should be supportive in accommodating requests from nursing mothers;</p> <p>(ii) Duty travel: nursing mothers who are requested by the Joint Programme to undertake duty travel may be authorized to travel with a breastfeeding infant of less than two years of age, subject to certain conditions.</p> <p>(iii) Facilities: Suitably furnished and equipped facilities are to be made available to breastfeeding mothers at all locations, depending on the size of the office and the needs of nursing mothers.</p>	A special room is provided
Rest & recuperation		Mandatory
Basic security training		Mandatory
Pandemic preparedness		Through WHO
Staff counsellor or SOS		Through WHO
Ombudsperson or mediator		Through WHO

Policy area	Definition and Modalities	Application in UNAIDS
Stress management training		Through WHO
HIV in the Workplace		UN Cares and UN Plus
Workplace and sexual harassment		
Dual Career & Staff Mobility, or support in obtaining work permits	<p>UNAIDS encourages the employment of equally well qualified spouses of internationally recruited Professional staff members, with a view to facilitating the geographical mobility of internationally recruited staff, by supporting dual careers.</p> <p>To this end, the Programme participates in the UN Dual Career and Staff Mobility project, an initiative of the United Nations development Group (UNDG). A key feature of this initiative is the web site <a href="http://www.unstaffmobility.org">www.unstaffmobility.org</a>, which publishes career and employment opportunities for spouses and offers a wide range of country-specific information to assist in planning related to new assignments or transfers.</p>	
Health campaigns		Through WHO
Sports facilities		Through WHO
Staff Surveys		Annually

## Attachment 3



## COMPRESSED WORKING SCHEDULE GUIDELINES

## Definition

*A compressed working schedule is an arrangement whereby staff are allowed to increase the number of hours worked per day in order to gain free time on given days. This is accomplished by adding a proportionate amount of work time to each working day, thus permitting staff to accumulate enough hours to either take off a day every alternative week or one-half day every week.*

## Eligible staff

*The compressed working schedule is open to all full-time UNAIDS staff in all duty stations. Supervisors are encouraged to approve such requests when possible, based on the nature of the functions required, recognizing that not all jobs and situations lend themselves to this type of arrangement. In all cases, supervisors must ensure that there is coverage within an office on all official working days.*

*In case of functions not lending themselves to compressed working schedules, it is recommended to supervisors to seek possible alternatives, with the advice of HRM, and suggest their staff seek other work-life balance arrangements. Staff who are already out of the office for developmental purposes such as language training or study will need to discuss with their supervisors the feasibility of also undertaking a compressed workweek.*

*Before taking a final decision, supervisors must consult also those staff that would be impacted by the regular absence of a colleague in connection with a compressed working schedule, with the aim of ensuring that the workload of the entire team does not suffer.*

## Modalities

*Full-time staff in UNAIDS work either 35, 37.5 or 40 hours per week, depending on the number of hours set for each duty station. For HQ based staff there is a 40-hour work week. There are two compressed working schedules available in UNAIDS.*

*In the “10 in 9” formula, the reference period is two weeks. Staff pro-rate the number of working hours onto 9 consecutive working days and have the 10<sup>th</sup> day off. Each duty station needs to set its own formula, based on the number of hours worked per week in that duty station. For example, in the case of HQ, staff would work 8 hours and 55 minutes each day plus no less than ½ hour for lunch for 9 days, and have the 10<sup>th</sup> day off.*

*In the “5 in 4 ½” formula, the reference period is one week. Staff pro-rate the working hours onto 4 ½ consecutive working days and have half day off. Again, using HQ as an example, staff would*

*work 9 hours each day plus no less than ½ hour for lunch on 4 days, and 4 hours on the 5<sup>th</sup> day, and have half day off.*

#### Application procedures

*Staff must submit their request to their immediate supervisor by completing Part I of the Compressed Working Schedule Request (form UNAIDS/CWS/01/09, attachment). There is no deadline for submitting requests.*

*Supervisors must carry out a timely review of each request. Supervisors have the ultimate decision-making, upon discussion with the requesting staff member and the other team members. It must be taken into account how the compressed working schedule would impact staff and workflows within and outside the applicant's unit. Essential team functions need to be guaranteed on any working day. Supervisors and staff at large are, however, encouraged to think creatively to accommodate the needs of the Programme, the teams and individual employees.*

*Decisions must be recorded using Part II of the Compressed Working Schedule Request. The start and end date for the compressed working schedule must be indicated.*

*All requests signed off by both the applicant staff and the supervisors must be provided to the relevant HR focal point and placed in the individual personnel files.*

*All these arrangements need to be reviewed every 6 months.*

#### Reporting and monitoring

*As part of its monitoring function of all work-life balance agreements, HRM, Compensation and Benefits Unit must be regularly updated by all departments on the implementation of compressed working schedule arrangements. This includes reporting from staff and managers of any problem or difficulty.*

#### Specific conditions

*“Full or half-days off” under the compressed working schedule cannot be carried forward, accumulated or credited to annual leave or other kinds of leave.*

*When an official UNAIDS holiday falls on staff's “full or half-day off”, an alternative day or half-day off may be granted on the working day before or after.*

*As far as the “10 in 9” formula is concerned, when a UNAIDS official holiday falls within the 10-day reference period, the staff member has the option to either suspend the arrangement or work on a “9 in 8” basis (i.e. working 9 hours plus no less than ½ hour for lunch for 8 days, taking the 9<sup>th</sup> off). In the event of 2 official holidays falling in the reference period, the staff member has the option to either suspend the arrangement or work on an “8 in 7” basis (i.e. 9 hours and 10 minutes plus no less than ½ hour for lunch for 7 days, taking the 8<sup>th</sup> off).*

*As far as the “5 in 4 ½” formula is concerned, when one or more UNAIDS official holidays fall within the 10-day reference period, the compressed working schedule is suspended.*

*In case a staff member is sick on the “full or half-days off”, the latter will be still considered as part of the compressed working schedule and the sick leave will not be recorded.*

*In case a staff member is absent on duty travel, sick leave or annual leave on no more than one day for the “10 in 9” formula or half day for the “5 in 4 ½” formula, the staff member has the option to suspend the arrangement or work on a “9 in 8” basis.*

*In case a staff member is absent on duty travel, sick leave or annual leave on more than one day in the reference period, the compressed working schedule is suspended.*

*In case of unforeseen events or emergencies, supervisors may require staff to work on their “full or half-day off”. The situation allowing it, staff members can compensate the following working day.*

*UNAIDS staff based in headquarters where Flexible Working Hours also apply, will have to decide whichever system suits them better and opt for either the flexible working hours or the compressed working schedule arrangement. Should they opt for the compressed working schedule arrangement they will be requested to agree with their immediate supervisor on their hours of arrival to and departure from the office.*

**Attachment 4****COMPRESSED WORKING SCHEDULE REQUEST****Part I: To be completed by requesting staff member**

Requestor's name: \_\_\_\_\_

Supervisor's name: \_\_\_\_\_

Dept/division/unit/office: \_\_\_\_\_

Date of request: \_\_\_\_\_

Proposed start and end dates: \_\_\_\_\_

Option requested: \_\_\_\_\_

10 in 9      Full day off      \_\_\_\_\_

5 in 4.5      Half-day off      \_\_\_\_\_

Requestor's signature  
\_\_\_\_\_**Part II: To be completed by immediate supervisor**

The request is approved as follows:

Start Date \_\_\_\_\_

End Date \_\_\_\_\_

Agreed time of arrival (in the office) \_\_\_\_\_

Agreed time of departure (from the office) \_\_\_\_\_

Signatures: \_\_\_\_\_

First level supervisor \_\_\_\_\_

Staff member \_\_\_\_\_

Date approved \_\_\_\_\_

To be reviewed by (date) \_\_\_\_\_

## Appendix 3

### AN OPTIONAL AGE OF SEPARATION

#### **Summary**

The mandatory separation age, i.e. the maximum age after which staff members have to retire, is set by each UN organization separately, in WHO's case by resolution EB85.R9 (1). At the moment, WHO staff hired before 1 January 1990 have to retire at 60, and everyone else has to retire at 62. Aside from the inequality of this treatment, these days both 60 **and** 62 are young ages for anyone to be obliged to stop work. We note some of the reasons below. The Staff Association asks that WHO staff should all have the **option** to work until 65. Pension benefits would still be payable from 60 or 62. We do not know the full picture for all members of the UN family but we are given to understand that this is the current system at the International Monetary Fund. A proposal from the Director-General endorsed by the Executive Board would suffice for it to change for WHO staff.

#### **Background**

The separation issue was raised in 2002, only to the inequality of treatment for those employed before 1 January 1990 and those employed after that date. In 2002, the United Nations Advisory Committee on Administrative and Budgetary Questions (2) considered the report of the Secretary-General (3) on a mandatory age for all of separation at 62 (A/56/701). The report was very encouraging: it noted that the negative implications of this change would be minimal, and also that the implications "would be minimal in respect of the Organization's age profile, geographical distribution, gender balance and career development opportunities." It also said that "owing to the many possible variables in age and grade, it was not possible to quantify any financial impact". It said that the measure would be favourable to the United Nations Joint Staff Pension Fund and that no Pension Fund rules and regulations would need to be changed. It pointed out the positive impact on morale that treating all staff equally would have on staff and proposed that the change be effected with a date of implementation three months after adoption.

However this positive report was not adopted by Member States, due to political differences at the time, which are now unclear.

Six years later it is becoming evident that not only is the 60/62 separation age inequitable, but both these separation ages are unfair on older workers. Even 62 is a very conservative figure. It is out of line with the rest of Europe and – increasingly - the world.

The optional extending of the pension age would be better for WHO to retain experienced staff, it would leave staff the option for staff to continue to work, and it would be better for the sustainability of the pension fund, and thereby for everyone's pension.

We would add that WHO staff members are a dynamic, shifting population: people come and they move on. We also support recruiting young people into the Organization, but this is a different topic, and in any case would not conflict with a policy of allowing older staff at WHO to work three extra years if they are doing a good job.

Indeed, the issues of both young and old workers were addressed by the UN Joint Inspection Unit in their report of 2007, *The age structure of human resources in the organizations in the UN system* (4). Their conclusion on the separation age was “The increase in life expectancy at the age of 60 has prolonged the productive phase of professional life. Most staff members aged 60 or 62 are unlikely to have reached the limits of their productive, useful and efficient professional life, and could still be of benefit to the United Nations system organizations.” (4) A key recommendation was that “The General Assembly should request the Secretary-General of the United Nations, in his capacity as the chairperson of CEB, to initiate a review, with the involvement of the United Nations Joint Staff Pension Fund (UNJSPF) Board and ICSC, on the possibility of changing the mandatory age of separation in view of the number of impending retirements in the United Nations system, with due consideration to the increase in life expectancy at the age of 60” (4)

This report was accepted by the UN's Human Resources Network in March 2007, and issued by the Chief Executives Board for Coordination on 16 May 2007 who agreed “to support the elimination of limits on the employment of retirees both in terms of earnings limits and the duration of employment;” (5)

## **Rationale**

Many factors combine to point to the conclusion that it could make sense to offer staff the option to work longer.

### **Demographic factors**

- We are living longer. Since WHO was founded in 1948, worldwide life expectancy has risen by 20 years. (In western and eastern Europe, this rise is 8.2 on average. In western Europe alone it is 11.4 years.) In many countries now, men can expect to spend over 20 years in retirement, and women 25. This long period of retirement is unprecedented. If the same retirement period in 1948 were applied now, the retirement age would now be 70. For solidarity reasons, it would seem to be unfair to ask future United Nations staff to shoulder the burden of the growing pension commitments.
- The demographic shift is a major one. By 2030 a quarter of the population of western Europe is projected to be 65 or older with almost 189 senior citizens for every 100 children under fifteen. (6) It makes sense therefore to lighten this burden on the younger members of society. Most countries now have a retirement age of 65 and across the world countries are raising their retirement ages further, especially in Europe. In Denmark you can work until you are 70. Some countries have abolished mandatory retirement ages completely.
- Since the mid-1990s, there has been much talk of the threat that population ageing poses for social security programmes, more specifically pension and health-care schemes. This is not only a European concern. Demographic forecasts show that, in roughly fifty years' time, the percentage of over-60s in industrialized countries will have grown from 20 per cent to 35 per cent of the overall population. The increase will be even more staggering in the developing world, from 8 per cent to 20 per cent, representing a fourfold rise in the proportion of older people.
- Many Member States have now launched special initiatives to change employment practices, combat age discrimination and provide incentives to work longer.(7) The hiring rate of workers over 50 and over is less than half the rate for workers aged 25-49. (8). Older workers – and this must include ex-WHO staff - face considerable difficulties finding a new job, and large potential wage losses.

- The 2007 report on Ageing by the United Nations Population Division (9) shows the lowest ages in the poorest countries, mostly African, but also several in South Asia. Yet these are also often places where there are no pensions or other benefits, no social security systems and no subsidized health plans. A low national retirement age often reflects short life expectancy, the pressure of younger working-age populations, or both.

## Legal factors

- The EU's Framework Directive for Equal Treatment in Employment and Occupation (10) makes it unlawful for a person to be forced to retire before the age of 65. All employers operating in the EU have to respect this, except the UN. Of course, retirement at 60 or 62 can be very comfortable if a staff member has worked for 25 years, but for the rest, it may be problematic, and any member of staff may prefer to have the option to continue.
- There are recent moves to encourage EU countries to go beyond the age of 65. On 28 November 2008, the European parliament adopted a report backed by the EU's Employment and Social Affairs Committee (11) on the future of social security systems and pensions: their financing and the trend towards individualization. It highlighted the increased pressure on pensions and the extra strain on the healthcare system that an older population brings. While healthcare spending is set to rise, the number of workers to fund it is falling. "Parliament stressed, above all, the need to enable flexible retirement on a voluntary basis". The report said it would be "necessary to discuss at national level raising the legal retirement age and encouraging workers to remain in employment on a voluntary basis, as long as conditions permit".
- The issue of being forced to retire at 65 was itself recently before the European Court of Justice, with a British nongovernmental organization for the elderly disputing whether people can be forced to retire at **any** age (12). The judgement from the ECJ is expected soon.

## Health policy

- WHO policy for its Member States is to encourage continuing participation of the elderly in the workforce; such participation is linked to physical and mental health and quality of life. Being compulsorily retired from your job only because of your age delivers a message that you are no longer able to contribute to society, and is seen by many as a human rights issue. WHO opposes ageism and discrimination. Its Active Ageing Policy Framework notes that "policies and programmes are needed to enable people to continue to work according to their capacities and preferences as they grow older, and to prevent or delay disabilities and chronic diseases that are costly to individuals, families and the health care system. (8)
- Working longer is good for you, as many studies have shown. The Greek EPIC study (13) of over 16,000 people found that among retirees, a 5-year increase in age at retirement was associated with a 10% decrease in mortality. Another study (14) found that complete retirement is linked to increases with difficulties in mobility, illness and mental health. It noted that some evidence suggests that the adverse effects of retirement on health may be larger in the event of involuntary retirement. Their conclusion was that retiring at a later age may lessen or postpone poor health outcomes for older adults, raise well-being, and reduce the utilization of health care services, particularly acute care. A further study points out the need for a re-think of working life – as we currently concentrate work in the very ages of life when we can have children and when children need the time and energy of their parents. (15)
- Recognizing this, World Health Assembly resolution WHA/58/16 (16) on strengthening active and healthy ageing requests the Director-General "to raise awareness of the challenge

of the ageing of societies, the health and social needs of older persons, and the contributions of older persons to society, including by working with Member States and nongovernmental and private-sector employers;”

- Given the ratio of working to non-working life, it has been argued that the retirement age should rise by about two thirds of the increase in life expectancy, as a recent article in the Financial Times outlined. (17) A simulation exercise showed how an increase in the age of retirement that was consistent with gains in life expectancy would mitigate many of the adverse economic consequences attributed to ageing of societies (18)
- There is no economic or biological basis for retirement at a fixed, socially determined, “old” age. Reversing early retirement means taking steps to combat age discrimination in the workplace. This was pointed out in a paper from the International Social Security Association at the United Nations Expert Group Meeting on Social and Economic Implications of Changing Population Age Structures, where it was also pointed out that “Companies shedding older workers are squandering human resources.” (19)

### **Economic factors**

- The economic case for greater labour-force participation at older ages is compelling. In some countries it is the norm, such as Switzerland, where over 70 % of men and women ages 55 to 64 are economically active or Iceland, where the figure is 88%. Both those countries enjoy high life expectancy.
- As WHO has repeatedly emphasized, there is a link between health and wealth. The first press backgrounder from the WHO European Ministerial Conference on Health Systems, held in June 2008 (20) notes “Increasing the retirement age could allow health to deliver its positive impact on the labour market and thus the economy by keeping healthier people in the workforce; it could also stop the predicted decline on the working population”.
- Increased longevity hugely increases costs if people cannot retire later. Each year a retired person lives adds an estimated 3% onto a pension plan's liabilities (quoted in 21).
- The pensions are not sustainable at their current level. Despite links to inflation, there is a widening gap between earnings and pensions. Combine this with the fluctuations of the dollar, and retirement can be a time of financial uncertainty.
- It is unfair for reasons of solidarity to expect future UN employees to shoulder the burden of the rising pension commitments.
- The pension fund - which cannot continue in this fashion for an unlimited time, given rising life expectancy - would benefit from increased contributions and later claimants.

### **WHO staff**

- Many people approaching the WHO separation age feel that they are contributing well and effectively to the Organization. They offer experience and maturity, and as long as they are judged to be doing a good job in their performance assessment, they should be allowed to continue to do so. It is a normal expectation for today's workers to work in their sixties without loss of productivity.
- Many people, particularly professional staff, do not join WHO until later in their career so they would appreciate the opportunity to keep earning, as their WHO pensions on retirement will be unavoidably small.
- Others still have dependents, as people have children later than they used to, and education lasts longer.

- For some people this means that they find it hard to live with a diminished pension, particularly for those years before their national state pension is payable, which in many countries (eg Denmark) is now 65.
- Changing the WHO separation age would not be difficult. Although the UNJSPF does define the normal retirement age ("Normal retirement age" shall mean age 60, except that it shall mean age 62 for a participant whose participation commences or recommences on or after 1 January 1990." (Article 1), the regulations currently state "A retirement benefit shall be payable to a participant whose age on separation is the normal retirement age **or more** and whose contributory service was five years or longer (Article 28a). In other words it has established a minimum age below which participants cannot claim, it has not set a maximum age.

### Arguments and counter-arguments

There are a number of arguments which have been tested against this issue. For example:

- "Nobody wants to work for a moment longer than they have to." This may be true for some, but many people enjoy their jobs and want and need to keep working. This proposal is for an optional not mandatory separation age. Staff would have the choice.
- "Older people block the way". There is a constant flow of staff through the Organization, with many people spending a few years at WHO before moving on through the international field or back to their country. Keeping older staff would not reduce this flow. It is very important to recruit and to encourage young workers, but there is no reason to assume that including both these groups are incompatible, since staff movement is considerable. A 62 year old person is not "blocking a job" any more than a 40 year old person.
- "Older people are just treading water" If any staff members are not doing their job and not reaching expectations, they should be made aware through performance assessment, and take the consequences. Older people are no exception to this. Their contract could be terminated because of poor performance, but not because of their age, which would be discriminatory.
- "Not every country has long life expectancy". See the point above about a later retirement age being an option only. Not every country has good staff conditions and salaries either, but we do not expect our staff to work at a low level as a consequence. In India doctors now retire at 65, and the 20 year increase in life expectancy is a global average.
- "We can't run WHO as a feelgood society for our staff". The older members of staff are experienced, mature and just as dedicated as the younger ones, and often have more time to devote to their work, because their domestic commitments are lighter.
- "People joined WHO knowing the retirement age, so it is their problem" Very few professionals, if selected from Europe's best to join EURO, are going to refuse the offer on the grounds that in ten years time they may have to retire. They join WHO to get important work done, not only for self interest!
- "This would create a burden for the health insurance scheme." Since the staff claim from the scheme whether working or retired, the only difference in claims would come from those who do not continue their health cover. Since working later is good for your health and general well-being, it is likely that there would be fewer claims not more.

## Conclusion

It seems that this proposal would benefit the Organization, WHO staff and the pension fund. It would allow WHO to maintain the best of their workforce for longer, it would raise staff morale, and it would give older workers a choice to reduce the uncertainty and financial challenges that some of them face when forced to retire. It would also bring WHO in line with its Member States.

Viv Taylor Gee  
January 2009

## References

- 1) Resolution EB85.R9 "CONFIRMS in accordance with Staff Regulation 12.2 the amendments to the Staff Rules which have been made by the Director-General with effect from 1 January 1990 concerning the retirement age ..." The amended Staff Rule in question now reads: "1020.1 Staff members shall retire on the last day of the month in which they reach the age of 60. However, staff members who have become participants in the United Nations Joint Staff Pension Fund on or after 1 January 1990 shall retire on the last day of the month in which they reach the age of 62. In exceptional circumstances the Director-General may, in the interests of the Organization, extend the retirement age, provided that not more than a one-year extension shall be granted at a time and that in no case shall any extension be granted beyond the staff member's sixty-fifth birthday."
- 2) Mandatory age of separation. Report of the Advisory Committee on Administrative and Budgetary Questions, New York, United Nations, 2002 (document A/56/846).
- 3) Mandatory age of separation. Report of the Secretary-General. New York, United Nations, 2002 (document A/56/701).
- 4) The Age structure of human resources in the organizations in the UN system, (JIU/REP/2007/4) By Gérard Biraud and Istvan Posta from the Joint Inspection Unit. UN Geneva 2007. ([www.unjiu.org/data/reports/2007/en2007\\_04.pdf](http://www.unjiu.org/data/reports/2007/en2007_04.pdf))
- 5) Conclusions of the meeting of the Human Resources Network (UN, New York, 14-16 March 2007) Chief Executives Board. CEB/2007/HR/8. for Coordination. ([hr.unsystemceb.org/reports/HRNetworkFinalReports/13thHRNetworkReport.pdf](http://hr.unsystemceb.org/reports/HRNetworkFinalReports/13thHRNetworkReport.pdf))
- 6) Eberstadt N and Groth H, Europe's coming demographic challenge - unlocking the value of health. AEI press, (Washington DC), 2007.
- 7) Employment Committee Working Group Report on Active Ageing (Council of European Union, 7 May 2007) 9269/07 ADD 1.
- 8) Active ageing. A policy framework. Geneva, World Health Organization 2002.
- 9) World Population Ageing 2007. United Nations Department of Economic and Social Affairs, Population Division.
- 10) Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation. The Directive entered into force on 2 December 2000. It gave Member States three years to transpose the Directive into law, with an additional three years for legislation in the area of age and disability.

11) *The future of social security systems and pensions: their financing and the trend towards individualisation* (INI/2007/2290) Committee on Employment and Social Affairs. <http://www.europarl.europa.eu/sides/getDoc.do?type=REPORT&reference=A6-2008-0409&language=EN>

12) The Queen on the application of the Incorporated Trustees of the National Council for Ageing (Age Concern England), v Secretary of State for Business, Enterprise and Regulatory Reform(Case C-388/07).

13) Bamia C, Trichopoulou A and Trichopoulos D, Age at retirement and mortality in a general population sample. The Greek EPIC Study. *American Journal of Epidemiology*: 2008 167(5):561-569 (2008).

14) Dhaval D, Rashad I and Spasojevic J, The effects of retirement on physical and mental health outcomes. National Bureau for Economic Research (NBER) Working Paper No. 12123 (March 2006).

15) Vaupel J.W, Loichinger E, Redistributing work in aging Europe, *Science* 30 June 2006; , Vol. 312. no. 5782, pp. 1911 – 1913, DOI: 10.1126/science.1127487.

16) WHA58.16 Strengthening active and healthy ageing and A58/19 International Plan of Action on Ageing: report on implementation.

17) “If the old refuse to die, let them work longer” Michael Skapinker, *Financial Times*, June 16 2008.

18) Oliveira Martins J, Gonand F, Antolin P, de la Maisonneuve C, Yoo K-Y. The impact of ageing on demand, factor markets and growth. Paris: Organisation for Economic Cooperation and Development, 2005.

19) *A global overview on social security in the age of longevity*. Paper by Roland Sigg, Head of Research, International Social Security Association at the United Nations Expert Group Meeting on Social and Economic Implications of Changing Population Age Structures, Mexico City, 31 August - 2 September 2005.  
[www.un.org/esa/population/meetings/Proceedings\\_EGM\\_Mex\\_2005/sigg.pdf](http://www.un.org/esa/population/meetings/Proceedings_EGM_Mex_2005/sigg.pdf)

20) The economic costs of ill health in the European Region. Press backgrounder, WHO/Europe, June 2008.

21) “We live longer, so we should work for longer” Christopher Johnson, Financial Times, March 27 2008.

## **Attachment**

The draft paper was circulated to all staff associations and the response was very positive, with one Region also concerned about the position of young people.

It was also put on the intranet at EURO for a few days and comments invited. They were universally supportive, and from all ages. They were as follows:

### Comments from staff

"I think this is an excellent initiative and the arguments you bring forward are very valid. I hope this proposal will be endorsed by the EB."

***Gitte Andersen Havn, Copenhagen***

"I think it would be good to make it optional, so that a person can choose to work until 65, but does not have to. At present one can draw the full pension at 62. It should not be necessary to wait until one is 65."

***Birgit Heesemann-Nielsen, Copenhagen***

"I support the idea of free choice to keep working for a few more years past 62 if that is what someone wants to do. I think it would be a win/win situation for everyone. The employee who wants to keep working can do so, while WHO benefits from their expertise and experience. In my unit I have worked with quite a few people over 60 and without exception they have been extremely knowledgeable colleagues. They are also very positive and friendly people, in my experience, and it is always sad to say "good-bye" to them when they leave us."

***Robert Jensen, Copenhagen***

"I applaud the Staff Association - of which I have chosen not to be a member - for the excellent initiative. If WHO, or at least WHO/Europe, has the courage, vision and persistency to make this possible, this will be a proof that Organization is capable of making one of those changes that are inevitable, yet so very difficult to accomplish that everyone turns a blind eye on them. The arguments outlined by the colleagues who have launched the initiative are strong, clear and fair. The key words for making this happen are two: The right of choice. Europe. Bon chance and thank you."

***Albena Arnaudova, Brussels***

"Excellent and comprehensive proposal. For me the main argument is the legal retirement age in the country or the group of countries where the WHO office is located - in our case EURO should follow the rules of the EU."

***Ulrich Laukamm-Josten, Copenhagen***

"I like the idea of being able to choose when to retire (although it is eons away for me yet...). A forced retirement age in today's world seems wrong."

***Anonymous***

"I fully support all the arguments put forward. In fact I would go further - as has Denmark - and not specify a forced retirement age. If an age is specified when retirement can optionally be taken; then the "maximum age" will, as for all staff, be dependent on the needs of the Organization and the performance of the staff member."

***Elizabeth Brock, Copenhagen***

"I fully support that WHO staff have the option to continue working beyond 62 if they so choose."  
**Bente Sivertsen, Copenhagen**

"This is a very good description of the issues regarding retirement. I am definitely in favor of this proposal!"

**Sharon Miller, Copenhagen**

"Strong paper, arguing its points very well. I have been astonished that some very excellent people have in effect been forced to leave because of age, to the disbenefit of all parties. The value of mature people for an organization is well summarized in this paper. In my experience, jobs at WHO require maturity, considering the level of operation. They also require experience in very complex political areas. In combination, the highest level of effectiveness is at a relatively high age, about when one is expected to retire.

This is an issue that has also concerned me personally, since retirement at 62 in effect would create a strong pressure to find another job. As I feel now, I am enjoying my job and will want to continue as long as I will be effective. Also, I do not want to be without a job when most of my peers are still working.

Important in the argument is the balance between choice for employees, i.e. one is allowed to leave on a pension at either 60 and 62, and the right of the employer to performance manage, i.e. people beyond 60 do not get a free ride, as is set out well in this paper. The myth of unchallengeable life long employment at WHO is rightly exposed as false in this paper.

In combination, the case seems to be very powerful ,and I welcome it is opened up again."

**Matt Muijen, Copenhagen**

"Thanks for this initiative. I would welcome WHO to adjust to the reality of today's longevity and allow for a flexible pension system."

**Suzanne Gravesen, Copenhagen**

The term "forced to leave" looks like a violation of human rights. A person should have the right to work until he/she is capable to fulfill all his/her duties in efficient manner.

**Jahan Nurmuhammedova, Ashgabat**

I fully support the initiative and the arguments behind it. The current retirement age is a burden for the organization, in terms of lost expertise and financial cost. From a professional development perspective, it is ridiculous that a person feels at the end of a career at the end of her/his fifties. We have seen too many very valuable people leave the organization too soon.

**Isabel Yordi Aguirre, Copenhagen**

There is a point about extending retirement age... Though the UN is a multinational system and all the sides to be treated fairly... and current rules apply to those who are to retire at the age of 60 and 62... and new rules apply to newly recruited people to retire at 65.

**Anonymous, Copenhagen**

Support.

**Lisbeth Lindhardt, Copenhagen**

For employees who have their reasoning faculties intact, I believe that those employees should be allowed to choose their age of retirement. They not only contribute to the smooth running of the organization but to the economic wellbeing of their country of residence.

**Anonymous**

I fully support the arguments put forward and think this is an excellent initiative. WHO - and the UN - have to move forward with the times. 20-25 years of retirement seems a big waste of potential, so this organization ought to encourage and support the many people who want and can actively contribute after age 62. A good brain has no age

***Yelena Egorenkova, Copenhagen***

I support the arguments for raising the retirement age to 65. If this proposal goes through, staff already in post should be able to choose whether to retain their current retirement age (60 or 62) or continue to 65. Tactically, a first step should be to "level the playing field", by offering staff who joined the Pension Fund before 1 January 1990 the option of continuing to 62

***Charles Robson, Copenhagen***

**Annex 6****REPORT OF THE STANDING COMMITTEE ON  
CONDITIONS OF SERVICE IN THE FIELD**

Chair	Gustavo Casas (FAPNUU Uruguay)
Vice-Chair/Member, FICSA Executive Committee	Steven Ackumey-Affizie (FAO/WFP-UGSS)
Member, FICSA Executive Committee	Giovanni Munoz (FAO-APS)
Rapporteur/FICSA Consultant on Field Issues	Jean-Pierre Cebron
Regional Representative, FICSA	K. Ratnakaran (WHO/SEARO New Delhi)

**Participants**

FAO-APS	Edward Seidler
FAO/WFP-UGSS	Svend Booth Mauro Pace Cinzia Romani
IAEA	Lydia Baben
PAHO/WHO Washington	Cecilia Doig
UNRWA/ASA Lebanon	Diab El-Tabari Daoud Korman
WHO/AFRO Brazzaville	Jean Bruce Pambou Malonda
WHO/EURO Copenhagen	Lisa Copple Melodie Karlson
WHO/WPRO Manila	Sigrun Roesel Dan Luzentale
WMO	Federico Galati

**Association with consultative status**

ADB Africa	Maimouna Dabo-Diouf
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**Federations with observer status**

FASPANUCI Cote d'Ivoire	Rachel Pierre
FUNSA Chile	Jacob Velasco

FUNSA Myanmar	Colleen Cho Cho Nyut Nyut Thane
FUNSA Congo	Kodjo Ndukuma
FUNSA India	Thrity Cawasji
FUNSA Pakistan	Salim Shaikh

### **Guest**

WFP-PSA	George Aelion Francois Burratto
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### **Adoption of the agenda (Agenda item 1)**

1. Following brief discussion on the proposed agenda, the items were renumbered and the Standing Committee adopted the following agenda:

1. Adoption of the agenda
2. Appointment of the rapporteur
3. Review of the recommendations of the 61st Session of the FICSA Council
4. FICSA Response to staff needs in the aftermath of environmental disaster
  - Sharing of best practices and lessons learnt after Cyclone Nargis in Myanmar
5. UNRWA flash appeal for Gaza
6. ICSC issues in 2009
  - a. Review of the procedures for the classification of Hardship Duty Stations according to conditions of life and work
  - b. Climate review
  - c. Assessment of the compensation/entitlements of National Professional Officers
7. Safety and Security of the UN staff
  - Report of the IASMN meetings in July 08 in Lyon and in January 09 in Paris, France
  - Report on the work of the HLCM Steering Committee on Safety and Security of UN Staff and on the Operational Working Groups
8. UN Cares (Joint session with SOCSEC/OHS)
9. Workshop planning for staff representatives for 2009 (joint session with SMR)
10. Other business
  - a. FUNSA Networking
  - b. Harmonization of Practices
11. Nomination of Standing Committee officers and Core Group members

### **Election of the rapporteur (Agenda item 2)**

2. Mr. Jean Pierre Cebron, FICSA Consultant on Field Issues, was appointed Rapporteur.

### **Review of the recommendations of the 61<sup>st</sup> Session of the FICSA Council (Agenda item 3)**

3. The Chair shared his experience of the “One UN pilot” in Uruguay, one of the eight pilot countries. The participants reaffirmed the decision number FICSA/61/D/21 of the 61<sup>st</sup> Council and would monitor its implementation this year. The members of the Standing Committee raised the issue of the common premises and it was stated that there was no general agreement about the approach because of security risks and practical considerations.

**The Standing Committee therefore recommended that:**

**The FICSA Executive Committee should form an ‘on line’ working group to prepare a strategy for strengthening staff representation under the “One UN”, including the impact on staffing.**

**The FICSA Executive Committee should implement Council decisions FICSA/61/D/21, FICSA/61/D/24 and FICSA/61/D/25 that remained unimplemented.**

**FICSA-CCISUA response to staff needs in the aftermath of an environmental disaster (Agenda 4)**

4. FUNSA Myanmar made a PowerPoint presentation of the effects of the devastating Nargis cyclone to Delta and Yangon areas that affected the homes of the UN Staff and Retirees. The UN Secretary-General, Mr. Ban Ki-moon visited the cyclone affected area. He was accompanied by Mr. Aye Win, Chair of the FICSA Standing Committee on Conditions of Service in the Field, who informed him of the dire conditions of some UN staff affected by the cyclone. FUNSA Myanmar also sent an appeal to FICSA and the Regional Representative for Asia, Mr. K. Ratnakaran, accompanied and facilitated by Mr. Aye Win, visited the area and followed up on the concerns raised by the affected staff.

5. The successful appeal fund set up by FICSA and CCISUA on this account generated funds to support those affected colleagues. The Standing Committee appreciated the initiative taken by FICSA and CCISUA to create a fund for the UN staff affected by the Nargis cyclone in Myanmar.

**The Standing Committee recommended that:**

**The FICSA Executive Committee should continue to help colleagues in distress, who were victims of natural or man-made disasters, as an expression of solidarity and support.**

**The FICSA Executive Committee explore the definition and scope of the term “in times of crisis” as stated on page 12 of the UN Security Manual in order to establish the rights of staff affected by natural disasters.**

**UNRWA flash appeal for Gaza (Agenda item 5)**

6. The representative for UNRWA/ASA Lebanon, Mr. Diab El-Tabari, gave an account of the bombing of the UNRWA offices in the Gaza strip in which four staff members were killed and several others injured. He also stated that the UN Secretary-General Mr. Ban Ki-moon had agreed to investigate the bombings.

7. The FICSA Executive Committee should request the UN Secretary-General to consider the request for hazard pay for UNRWA Area Staff in Gaza and the West Bank, bearing in mind that the ICSC and the Commissioner-General of UNRWA had already recognized their right to the payment. Moreover, the issue had remained unresolved owing to the absence of donor funding.

**The Standing Committee recommended that the FICSA Executive Committee intervene at the highest level to ensure that compensation be paid in accordance with the standard rules of procedure to the beneficiaries of the four UNRWA area staff killed in Gaza.**

**The Standing Committee also recommended that the FICSA Executive Committee follow up on the issue of payment of hazard pay to UNRWA staff in Gaza and the West Bank, as well as similarly affected staff in other duty stations.**

#### **ICSC issues in 2009 (Agenda item 6)**

*(a) Review of the procedures for the classification of hardship duty stations according to conditions of life and work*

8. Raising the issue, the representative of the WHO/SEARO Staff Association, Mr. K. Ratnakaran, stated that there was lack of transparency and sharing of information in the process of hardship classification by the International Civil Service Commission (ICSC).

9. Staff felt deprived of their right to know about the factors which influenced a change when a duty station remained in a particular classification for quite a long time, yet there were no significant improvements in the living conditions. As an example, the case of New Delhi was mentioned which remained category B from 1996 to 2007. However, effective 1 January 2008, it had been classified as category A. Even the Report of the ICSC did not reveal the factors that brought about the change in classification. He mentioned that the issue had also been raised with the Chairman of ICSC when he addressed the Council. His response had been that he would ask the ICSC secretariat to look into those aspects and consider making the process simpler with additional information made available wherever required. The support of FICSA was requested to follow up on the issue with the ICSC.

**The Standing Committee recommended that the FICSA Executive Committee continue to urge the ICSC secretariat to simplify the process of hardship classification and provide adequate information to staff, explaining the changes decided by the review group.**

*(c) Assessment of the compensation/entitlements of National Professional Officers*

10. The Standing Committee reviewed document FICSA/C/62/FIELD/1 which highlighted the issue of non-nationals being recruited against established National Professional Officer posts and requested the intervention of FICSA in monitoring such activities and report matters to the ICSC. The document also sought the intervention of FICSA in using its good offices to bring the matter to the attention of High-Level Committee on Management (HLCM) or other appropriate fora with a view to stopping such practices. The Standing Committee noted the request.

#### **Workshop planning for staff representatives for 2009 (Agenda item 7)**

11. In a joint session with the Standing Committee on Staff/Management Relations, Ms. Maria Dweggah (WHO/HQ Geneva) gave a presentation on training staff representatives based on the best

practice in WHO whose staff representatives were fully involved in the selection and recruitment of staff.

12. Training opportunities to strengthen staff representatives' capabilities had been presented by the ILO/ITC in Turin and ITLOS in Hamburg.

13. A final report was appended to the report of the Standing Committee on Staff/Management Relations.

### **Safety and security of the UN staff (Agenda item 8)**

(a) *Report of the IASMN meetings in July 08 in Lyon and in January 09 in Paris.*

14. The reports of both meetings were read in the Standing Committee. FICSA and CCISUA had collaborated closely and made strong representations jointly on issues. Notable among them were:

- (i) The concept of grouping agencies, specifically in the "Delivering as One" design, contributed to making UN agencies a target for attack. The matter needed to be reviewed at locations with high risk.
- (ii) The desire of some designated officials and UNDSS to please host governments, putting them under political pressure, could lead to a lack of protection.
- (iii) Host governments should assume responsibility at the highest level to ensure that UN staff benefit from their protection.

(b) *Report on the work of the HLCM Steering Committee on safety and security of UN staff and on the operational working groups*

15. The Standing Committee noted the need for adequate staff representation in the security management teams (SMTs) in all duty stations, both at headquarters and in the field. It was mentioned that the report on the work of the HLCM Steering Committee on safety and security of UN staff and on the operational working groups would be shared with the membership when finalized.

**The Standing Committee recommended that the FICSA Executive Committee continue to raise the issue of adequate staff representation in the SMTs in all duty stations, both at headquarters and in the field, when discussing security issues with UNDSS/HLCM and other relevant bodies.**

16. The FICSA representatives were urged to continue to present their concern over the safety and security of staff in the various meetings of the IASMN, HLCM and CEB.

### **UN Cares (Agenda item 9) – Joint session with SOCSEC/OHS**

17. A small survey had been taken with participants who felt concerned about HIV. A presentation was made by UN Cares/UN Plus to stress the benefits of the policy on HIV at Workplace. (See Report of the Standing Committee on Social Security/OHS, Annex 5.)

## **Other business (Agenda item 10)**

### *(a) Networking of FUNSAS*

18. A proposal was made by FUNSA, Pakistan, for the establishment of a network of FUNSAs: a step of significance in the context of the ongoing pilot project “Delivering as One UN”. In that regard, some of the FUNSA representatives held an informal meeting to discuss the areas of common interest. After those discussions, FUNSA representatives agreed to establish a network in order to exchange information and experiences with the FICSA Executive Committee. FUNSAs would provide updated information about themselves to FICSA.

**The Standing Committee recommended that the FICSA Executive Committee should encourage networking among FUNSAs in order to foster cooperation and the sharing of experience on common issues, thus contributing to effective staff representation.**

### *(c) Harmonization of practices*

19. The representative of FUNSA Pakistan (Mr. Salim Shaikh) described the difficulties faced by the staff in the absence of a joint consultative mechanism. As a result, issues of staff interest could not be resolved. FICSA was requested to take the matter up with the appropriate global network in order to ensure that staff representatives were consulted on matters affecting staff.

20. He also mentioned that staff who desired to opt for mutually agreed separation prior to their retirement were not being considered for payment of indemnity or other applicable benefits. Rather they were asked to tender their resignation so as to avoid payment of their due benefits as laid down in the Staff Rules and human resources manuals. FICSA was requested to take up the matter, of honouring the basic right of staff with the relevant body.

## **Nomination of Standing Committee officers and Core Group members (Agenda item 10)**

21. The Standing Committee nominated Mr. Steven Ackumey-Affizie (FAO/WFP-UGSS) as Chair and Mr. Salim Shaikh (FUNSA Pakistan) as Vice-Chair.

22. The following were nominated as members of the Core Group:

Margaret Eldon (FAO/WFP-UGSS Rome)  
 Diab El-Tabari (UNRWA/ASA Lebanon)  
 Aye Win (FUNSA Myanmar)  
 Nyut Nyut Thane (FUNSA Myanmar)  
 Gustavo Casas (FAPNUU Uruguay)  
 Rachel Pierre (FASPANUCI Cote d'Ivoire)  
 Ram Rai (AFSM-WHO/SEAR India)

23. The Core Group was mandated to advise the FICSA Executive Committee on field issues and also develop and recommend a strategy to strengthen staff representation under the “Delivering as One UN” project.

**Annex 7****REPORT OF THE STANDING COMMITTEE  
ON GENERAL SERVICE QUESTIONS**

Chair	Vincenzo De Leo (UNLB-LSU)
Vice-Chair	Mauro Pace (FAO/WFP-UGSS)
Rapporteur/Member, FICSA Executive Committee	Steven Ackumey-Affizie (FAO/WFP-UGSS)
Co-Rapporteur	Danilo Luzentales (WHO/WPRO Manila)
Regional Representative, FICSA	K. Ratnakaran (WHO/SEARO New Delhi)

**Participants**

FAO/WFP-UGSS	Elena Rotondo
IARC	Asiedua Asante
IAEA	Helga Danesi
IMO	Robert Russell
ITU	Caroline Debroye
OPCW	Jocelyne Turner
PAHO/WHO Washington	Carolina Echevarria Vivian Huizenga
UNESCO	Marie-Thérèse Conilh de Beyssac Souad El Jamali
UNLB-LSU	Ezio Capriola
WHO/AFRO Brazzaville	Jean-Bruce Pambou Malonda
WHO/EMRO Cairo	Heba El-Khodary
WHO/EURO Copenhagen	Lisa Copple
WHO/HQ Geneva	Liz Mottier-D'Souza
WMO	Nanette Lombarda

**Federations with observer status**

AFSM-WHO/SEARO New Delhi	Mr. R.L. Rai
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FAPNUU Uruguay	Gustavo Casas
FASPAUCI Ivory Coast	Rachel Pierre
FUNSA India	Thrity Cawasji
FUNSA Myanmar	Colleen Cho Cho Nyunt Nyunt Thane
FUNSA Pakistan	Salim Shaikh

### **Guest**

UNIDO	Hassan Malik
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### **Adoption of the agenda (Agenda item 1)**

1. The agenda was adopted as indicated below, with the inclusion of the Myanmar salary survey under other matters.

1. Adoption of agenda
2. Election of the rapporteur
3. Report of the Standing Committee activity of 2008, including PTC/GS
4. ICSC Working Groups:
  - (a) Review of the salary survey methodologies (Hq and Non-Hq):
    - (i) Report by FICSA representatives
    - (ii) Planning and future strategy for 2009
  - (b) Review of GS classification standard (joint session with HRM):
    - (i) Report and presentation by the FICSA representatives
    - (ii) Planning and future strategy for 2009
5. FICSA Workshops on GS salary survey methodologies (Hq and Non-Hq):
  - (a) Report of 2008 workshops (dates/venues/trainers and lessons learnt)
  - (b) Roster of trainers – update
  - (c) Terms of Reference of FICSA trainers
  - (d) Training material and logistics
  - (e) Fees for 2009
  - (f) Planning for 2009
6. Workplan for 2009
  - (a) PTC
  - (b) Standing Committee
7. Other business
  - Myanmar comprehensive salary survey
8. Nomination of Standing Committee officers and Core Group members

### **Election of the rapporteur**

2. Mr. Steven Ackumey-Affizie (FAO/WFP-UGSS) was elected rapporteur of the Standing Committee and Mr. Dan Luzentales (WHO/WPRO Manila) co-rapporteur.

### **Report of the Standing Committee activities during 2008, including the Permanent Technical Committee (PTC) (Agenda item 3)**

3. The Chair reported on the main activities carried out during the previous year, with particular emphasis on the preparation for the revision of the methodologies and the job evaluation standards for the GS category. Information was also shared concerning the successful completion of 5 workshops in Mexico (2), Thailand (1 expanded) and Senegal (2), which generated a net income of about US\$ 25,000.

4. During the ensuing discussion, several participants reported on various issues related to the conducting of salary surveys. Manila reported on a salary freeze due to the inclusion of several government agencies in the list of comparators. Disappointing results were recently obtained, including a considerable gap between GS and National Professional Officer (NPO) adjustments.

5. In Pakistan, where 22 UN agencies were operating, the most recent survey resulted in + 12 per cent for GS and + 11 per cent for NPO. Problems with data collection from comparators were reported.

6. Members from New Delhi informed the Committee about the impact of their 19-step salary scale, resulting in a slow salary progression over the years. It was suggested that the local salary survey committee (LSSC) develops a proposal to be sent to the UN headquarters through the Resident Coordinator; FUNSA New Delhi should keep FICSA informed of progress on the issue to eventually intervene, if needed.

7. The Committee was informed regarding several local situations, such as:

- The Philippines, since the expected date of the next comprehensive salary survey is still unknown
- Chile, where the retention of 15 comparators is considered excessive
- Brindisi, where the next comprehensive survey is planned in April 2009 and retention category 10 is required; follow-up by the Federation is also needed to mediate a solution concerning the difference in salaries, as compared to other Italy-based UN agencies, and introduction of the end-of-service payment
- Myanmar (see point 8 below)
- France, concerning the date of the next comprehensive salary survey and Monaco, concerning the arrangements for next salary survey (IAEA to act as focal point)
- India, due to the high number of steps, as described above.

8. The Standing Committee expressed its satisfaction with the work carried out during the year and recommended that FICSA strengthen its training activities.

9. The Standing Committee took note of the report submitted by the PTC and endorsed the draft revision of the terms of reference (ToR) of the PTC and referred them to the Standing Committee on Legal Questions for further clearance.

#### **ICSC Working Groups (Agenda item 4)**

(a) *Review of salary survey methodologies (Hq and Non- Hq)*

(i) Report and presentation by the FICSA representatives

10. The Committee was briefed on the current status of the ICSC review by Mr. Mauro Pace, one of the two FICSA representatives in the ad hoc Working Group established by the Commission. The Committee noted that all possible options were still under consideration and expressed particular concern at the proposed outsourcing/externalization of data collection, the review of categorization of duty stations and re-definition of the national civil service, which could result in further constraints in the selection of best prevailing comparators. In this connection, the Committee reiterated its opinion that the increasing reluctance by potential comparators to participate in the salary survey exercise was due to the overall complexity of the data required and invited the Permanent Technical Committee (PTC) to continue with the research of viable solutions. The Committee noted that Option 6, as contained in the attachment (2) of the PTC Report (Appendix), deserved further discussion.

11. The Committee was also informed that the next meeting of the ICSC joint Working Group, originally scheduled for end-February 2009, had been postponed and would probably be held between the spring and the summer sessions of the ICSC. The Commission is expected to report to the United Nations General Assembly (UNGA) in December 2009. However, it appears highly unlikely that the review will be completed this year. Therefore, the headquarters surveys are not expected to start before January 2011. The non-headquarters surveys would continue to be conducted as planned on the basis of the current methodology

**The Standing Committee reaffirmed its firm opposition to the outsourcing of the data collection, its commitment to a fair application of the Flemming Principle and the hope that the ICSC review of job classification standards for the GS category will result in a more flexible, simplified salary survey process. The Standing Committee recommended that the General Secretary send a resolution from FICSA to the ICSC to that effect (see Annex 2, Resolution 62/3).**

(ii) Planning and future strategy for 2009

12. Based on the discussion above, **the Committee attached the utmost importance to:**

- **The participation of FICSA in all *fora* where the review of the methodology was being discussed and decided upon**
- **Continued communication with individual agencies and the CEB/HR Network during the year ahead**

- **Continued cooperation with CCISUA, contacts with UNISERV being managed according to Council decisions and under the guidance of the Executive Committee.**

(b) *Review of GS classification standard (Joint session with HRM)*

(i) Report and presentation by the FICSA representatives

13. The FICSA representatives in the ICSC joint Working Group on the development of a global job evaluation system for the GS and related categories, Ms. Margaret Eldon and Mr. Mauro Pace, reported on the activities during 2008 and illustrated the main features of the evaluation tool being developed, with the support of an audio/visual presentation. (A more detailed account of the debate is contained in the Report of the Standing Committee on Human Resources Management).

(ii) Planning and future strategy for 2009

**The Standing Committees on General Service Questions and Human resources management recommended that the FICSA Executive Committee ensure the continued participation of the Federation in the review of the GS classification standards with a view to avoiding precipitate implementation of the classification tool prior to its being fully developed. To that extent, adequate testing was an essential prerequisite. Both Standing Committees recommended that the General Secretary send a resolution to the ICSC to that effect (see Annex 2, Resolution 62/2).**

#### **FICSA Workshops on GS salary survey methodologies (Hq and Non-Hq) (Agenda item 5)**

(a) *Report of 2008 workshops (dates/venues/trainers and lessons learnt)*

14. The sub-item had been addressed in part under Agenda item 3 above.

15. The Chair considered appropriate for the participants attending workshops to have some prior knowledge of the methodology, either through reading documentation or briefings by LSSC members.

(b) *Roster of trainers – update*

16. Having considered the need for further information from the membership, the update was referred to the Standing Committee and the PTC, which should come up with a list of Resource Persons and Trainers. The list contained in the Report of the 61<sup>st</sup> FICSA Council will be used as a reference for the update. The use of the term “expert” was considered redundant and should be discontinued; it should be replaced by the term “resource person”. The Committee reiterated the need to develop a FICSA policy on the identification and training of trainers.

(c) *Terms of Reference of FICSA trainers*

17. The Committee recommended that terms of reference for resource persons and trainers be developed as a matter of urgency. It was also suggested that all resource persons, including retirees, be sponsored by a member staff association/union. The issue was referred to the Executive Committee and the Standing Committee on General Service Questions for further development.

*(d) Training material and logistics*

18. The Committee suggested that the training documentation, including entry and exit tests, exercises and training evaluation forms be standardized and become an integral part of any FICSA workshop.

*(e) Fees for 2009*

19. The Committee considered that the fee should be dealt with by the Executive Committee in view of budgetary and political considerations.

*(f) Planning for 2009*

20. No workshop on headquarters methodology was planned. Having considered the tentative schedule of non-headquarters salary surveys in 2009, the Committee considered the following, initial suggestions:

**Africa: 2 workshops (French and English) - Brazzaville, possibly in May-June**  
**Americas: 2 workshops (English/Spanish) – Santiago, possibly between June and October**  
**Asia: 1 workshop (English) - Manila, from July onwards**  
**Europe 1 workshop (English) – Central/Eastern Europe, to be identified**  
**M. East 1 workshop (English or Arabic) – To be identified**

21. However, based on previous experience, the Standing Committee was informed that alternative venues would be considered, if necessary. The dates for conducting the workshops would be announced later.

22. The Standing Committee noted with appreciation the preliminary offers put forward by WHO/AFRO Brazzaville, PAHO/WHO Washington in possible cooperation with ECLAC (Chile) and WHO/WPRO Manila.

**The Standing Committee recommended that the Council approve an allocation of CHF 30,000 for the conduct of non-headquarters salary survey workshops. In addition, while recognizing that the funds generated by the workshops belonged to the Federation, it nevertheless expressed the hope that part of the net income would be re-invested in activities related to the GS category.**

**Work plan for 2009 (Agenda item 6)**

*(a) PTC*  
*(b) Standing Committee*

23. The two sub-items were considered together. It was estimated that adequate coverage of the ICSC and related activities on the methodologies and the job evaluation system, including meetings of the relevant working groups and necessary technical support by the PTC, would need a budgetary allocation of some US\$ 30,000.

**Other business (Agenda item 7)**

- Myanmar comprehensive salary survey

24. Representatives from the duty station reported on considerable differences in results obtained for GS (+ 5 per cent) and NPOs (+ 11 per cent) salary scales.

**Nomination of Standing Committee officers and Core Group members (Agenda item 8)**

25. The Standing Committee nominated Mr. Vincenzo De Leo (UNLB-LSU Brindisi) as Chair and Ms. Vivian Huizenga (PAHO/WHO Washington) as Vice-Chair.

26. It took note of the appointment by the PTC Coordinator of Mr. Mauro Pace (FAO/WFP-UGSS) and Ms. Lisa Copple (WHO/EURO Copenhagen) as Vice-Coordinators.

## **Appendix**

### **REPORT OF THE MEETING OF THE PERMANENT TECHNICAL COMMITTEE (PTC) OF THE FICSA STANDING COMMITTEE ON GENERAL SERVICE QUESTIONS (UNESCO, Paris, 31 January and 1 February 2009)**

Chair and Vice-Coordinator, PTC  
Rapporteur  
FICSA President  
FICSA General Secretary  
Chair, SC on GSQ

Mauro Pace (FAO/WFP-UGSS)  
Ram Rai (AFSM-WHO/SEAR)  
Edmond Mobio (WHO/HQ Geneva)  
Valerie de Kermel (IMO)  
Vincenzo De Leo (UNLB)

#### **Participants**

IAEA

Helga (Maxa) Danesi  
Michael T. Donoho  
Imed Zabaar

FAO-WFP/UGSS

Steven Ackumey-Affizie  
Svend Booth  
Margarita Brattlof  
Franco Di Pancrazio

PAHO/WHO Washington

Cecilia Doig  
Carolina Echevarria  
Vivian Huizenga

WHO/EURO Copenhagen

Lisa Copple

WHO/SEARO New Delhi

K. Ratnakaran

#### **Opening of the session (Agenda item 1)**

1. The Chairman of the PTC opened the session by welcoming all those present.

#### **Election of the rapporteur (Agenda item 2)**

2. Mr. Ram Rai, AFSM-WHO/SEAR, was designated the rapporteur of the session.

#### **Adoption of the agenda (Agenda item 3)**

3. The provisional agenda, as contained in Attachment 1, was adopted.

**Brief review of the report of the PTC/Geneva 26-27 September 2008 (Agenda item 4)**

4. After the PTC meeting in Turin on 9 and 10 February 2008, two more meetings were held; the first on 22 and 23 May in FAO/HQ, Rome, and the second on 26 and 27 September 2008, at WHO/HQ Geneva.

5. A preparatory meeting of the ICSC Working Group on the revision of the GS salary survey methodologies (HQ and Non-HQ) was held at the International Court of Justice (ICJ), The Hague, 23 to 27 June 2008. The FICSA report of this meeting was circulated (FICSA/CIRC/1048).

6. The first meeting of the ICSC Joint Working Group on the Review of Salary Survey Methodologies was held at the ICSC Secretariat in New York, from 20 to 24 October 2008. FICSA was well prepared thanks to the activities described above. Moreover, the FICSA workshop held in October in Bangkok had also provided a good briefing for the purpose.

7. The PTC meeting held in Geneva did not witness any shift from what was discussed in its meeting held earlier in May in Rome. The need for FICSA to insist through the Working Group on points such as a new approach to categorization of non-headquarters duty stations, the opposition to the outsourcing of data collection, the use of non objective information, etc. was reaffirmed.

8. The staff is represented by FICSA, CCISUA and UNISERV on the Working Group. As mandated by the 61<sup>st</sup> Council, the cooperation with CCISUA on the review of the methodology had been satisfactory; the same cannot be reported for UNISERV. The PTC expressed its request for guidance in dealings with the latter.

**Consideration of the Options proposed by the ICSC Working Group on the review of the GS salary surveys methodologies for hq and non-hq (New York, 2024 October 2008) (Agenda item 5)**

9. FICSA had put across all its points like categorization of non-headquarters duty stations, outsourcing of data collection, number of UN staff at the duty station, etc. at the Working Group meeting. The issue of redefinition of national civil service had not been raised, for the time being.

10. The Working Group meeting witnessed open and frank discussion among ICSC members, the HR Network (administrations) and the staff representative bodies. Items proposed for discussion focused on the outsourcing of data collection, purchase of outside data, public sector data collected by ICSC and private sector data collected by an external vendor.

11. The staff bodies firmly opposed the outsourcing of data collection. FICSA and CCISUA proposed a new categorization approach for non-headquarters duty stations, which was received positively by the Working Group.

12. The need for continued coordination among staff representatives and advocacy at the level of individual organizations was reaffirmed by staff representatives. A work plan for the Working Group in preparation for its second meeting planned for end-February 2009 was shared.

13. The Committee was informed that this meeting, however, had been postponed and no date/venue had been fixed yet.

14. It is also likely that the process of the review of the two methodologies itself may be postponed by one year as the review process appears to be more complex than envisaged, particularly due to the implications of the outsourcing of data collection, as proposed by the ICSC secretariat and some organizations.

15. On the other hand, there is pressure to present something on this matter to the ICSC and eventually to the Fifth Committee of the UN General Assembly (UNGA). In the event the review is postponed the cycle of surveys at non-headquarters duty stations will continue but the surveys at headquarters duty stations will be postponed.

16. It was felt that it would be better if the salaries at headquarters, during the intervening period, are updated on the basis of pertinent consumer price indexes (CPIs).

17. During the ensuing discussion, a number of issues were discussed. Increasing the gap between the comprehensive surveys may not be advantageous at non-headquarters duty stations as the quantification of benefits is determined at the time of the comprehensive surveys and cannot be changed during the mini-surveys. Similarly, the updating of salaries in-between the comprehensive surveys on the basis of CPIs may not be advisable in several cases as these are not reliable and it is very difficult to identify the portion of the net salary to which the CPI will be applied. It was also stated that at certain duty stations there is no balanced representation of staff and the administrations on the LSSC which is violation of the relevant provisions of the Methodology. Non-availability of employers during the intervening period also causes problems. It was therefore advisable to leave the decision whether to have a new survey with the LSSC.

18. For outsourcing of data collection, it was not easy to find a vendor or also not clear whether there would be one vendor or many vendors for different locations. It could also be one global vendor with representatives in all countries. The option of purchasing the data was also mentioned.

19. In consideration of the revision of the two methodologies, the ICSC had proposed a work plan with nine options (Attachment 2). The Chairman, PTC, however, clarified that at the moment all options were open and they were not to be considered as if they were listed in priority order. The PTC reconfirmed that FICSA should continue pursuing a review which would not envisage the outsourcing of data collection as a default measure. The participants showed considerable interest and willingness to participate on the analysis of each option.

20. The PTC agreed that early action should be taken to finalize some proposals, such as that on categorization, and framing appropriate draft text on other areas of the methodologies.

21. In the work plan document, the option 6 – regional approach to non-headquarters surveys, was indicated as discarded by the Working Group, which according the Chairman of the PTC was erroneous. There was additional discussion about the merits/demerits of this option and it was agreed that this should also be retained along with the other options.

### **Next steps (Agenda item 6)**

22. The PTC should be able to further develop technical positions to be taken up at the forthcoming Working Group meeting. The timing of this work would be subject to the schedule of meetings, as decided by the ICSC. The possible need to convene other meetings of the PTC during the year should not be discarded.

23. Furthermore, in order to back up the action by the FICSA representatives in the Working Group, a resolution indicating FICSA's core priorities during the methodological review should be drafted, for consideration and approval by the Council (see Annex 2, Resolution 62/3).

**Review of the PTC Terms of Reference, including ToR of trainers (Agenda item 7)**

24. The PTC felt its terms of reference (ToRs) needed revision, to include, *inter alia*, the role of experts/resource persons.

25. During the ensuing discussion, several other suggestions were produced. The proposed draft ToRs (revised) are attached as Appendix 3, for preliminary discussion by the Standing Committee on GS Questions and verification by the Standing Committee on Legal Questions.

26. The PTC recommended that ToRs be drafted also for experts, resource persons, trainers, including their appointment procedures and functions.

**Review of the PTC membership list and list of PTC Resource Persons (Agenda item 8)**

27. In the light of the above, the issue was referred to the Standing Committee on GS Questions.

**Planning of activities for 2009 (Agenda item 9)**

28. Similarly, this issue was also referred to the Standing Committee on GS Questions.

**Nomination of PTC Coordinator, Vice Coordinators and Core Group (Agenda item 10)**

29. Referred to the Standing Committee on GS Questions.

**Other business (Agenda item 11)**

30. None

**Closure of the session (Agenda 12)**

31. The meeting of the PTC adjourned with a vote of thanks to the Chair.

**Attachment 1**

**MEETING OF THE FICSA PERMANENT TECHNICAL COMMITTEE (PTC)**  
**ON GENERAL SERVICE QUESTIONS**  
(UNESCO, Paris, 31 January and 1 February 2009)

**Agenda**

1. Opening of the session
2. Election of a rapporteur
3. Adoption of the agenda
4. Brief review of the rapport of the PTC /Geneva 26-27 September 2008
5. Consideration of the Options proposed by the ICSC WG on the review of the GS salary surveys methodologies for HQ and Non-HQ (NY 20-24 October 2008)
6. Next steps
7. Review of the PTC Terms of Reference, including ToR of trainers
8. Review of the PTC membership list and list of PTC Resource Persons
9. Planning of activities for 2009
10. Nomination of PTC Coordinators and Core group
11. Others business
12. Closure of the session

## WORKPLAN

ICSC WORKING GROUP ON GS METHODOLOGY REVIEW

20-24 October 2008, New York

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
	<b>OPTION 1</b>					
<b>Purchase customized data from external vendor</b>						
(a)	Selection process for outside vendor (in accordance with the procurement process)		(1) Consult PD and PD Procurement Manual and (2) Provide process	(1) - done; (2) - under way		26-Jan-09
(b)	Establish the exact survey mechanism used by vendors in data collection and analysis	Under (b) - (e), a comparative study will be done of the survey methodologies used by external vendors, including employer and job selection, data collection, job matching, elements of the compensation package surveyed, data aggregation, percentiles use, geographical coverage, customization details, cost, etc.	Post a Request for Information through UN Procurement Division	Some information already available, RFI sent to PD for further information	ICSC secretariat	12 Nov 2008 - for submission of 12 Dec 2008 - for response to RFI
(c)	Establish where this approach could be					
(d)	Ascertain possible degree and cost of customization, particularly in the selection of employers and jobs					
(e)	Establish the vendors' costing policy					
(f)	Explore comparability of internal and external		Based on response to RFI, proposals for WG will be prepared	Pending: work to start after receipt of responses to RFI	ICSC secretariat	26-Jan-09
(g)	Explore the need and ways to compensate for those elements which no longer may be tracked	Items (f) to (j) are subject to responses received from prospective vendors and may require the purchasing of additional sample data based on the agreed customization parameters.				
(h)	Some methodology requirements (e.g. those relating to employer and job selection/retention, as well as data collection and analysis) may either be rendered moot by this approach or could become a stronger tool in a revised methodology					
(i)	Establish cost-benefit implications					
(j)	Review the roles of survey participants with a view to maintain transparency.			Under way		

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
<b>Proposed activities</b>						
(1)	Request the external vendors to provide additional information on the degree of customization that they would be willing and able to provide (pre-determined list of employers, particular sectoral breakdown, detailed job descriptions, willingness to share information with the Local Salary Survey Committee (LSSC) on the job matching process, possibility of using the current ICSC methodology when collecting the data)					
(2)	Contact some global comparators/international organizations to seek further details on their current approaches of external data collection (invite expert to next session)	Under this item, an overview of best practices in the area of labour market-based compensation will be provided. Also, the secretariat look into the possibility of inviting a representative of a consulting firm specializing in compensation surveys to attend the Working Group's next meeting.	(1) Provide overview of practices of World Bank, EU, OECD, the US State Department; (2) Invite a representative of a consulting firm the next WG meeting	Most inforamtion on (1) already available; (2) Secretarait will explore the possbilities, availbiiable withing the procurement process, of inviting one of the prospective vendors.	ICSC secretariat	12-Dec-08

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
	<b>OPTION 2</b>					
<b>Outsource data collection phase to an external vendor in line with the ICSC survey methodologies</b>						
(a)	Define the role of the external vendor from the start to the end of the process and review the roles of other survey participants accordingly	This item is subject to the decisions of the Working Group. Exact role of the vendor will depend on specific decision which the WG will take.		Work will start after the next WG meeting and based on its decisions	ICSC secretariat	Mar-09
(b)	Explore ways to maintain the maximum possible transparency of the process	Options will be explored based on vendor responses to RFI	Based on response to RFI, proposals for WG will be prepared	Pending receipt of responses to RFI	ICSC secretariat	26-Jan-09
(c)	Establish cost-benefit implications	Will be determined based on vendor responses to FRI				
	<b>OPTION 3</b>					
<b>Public sector data collected by ICSC secretariat; private sector collected by an external vendor in line with the ICSC survey methodologies</b>						
<b>Proposed activities</b>						
(1)	Assess the possibility for the vendor to apply the same methodology for the private sector as one that will be applied by the ICSC to survey the public sector to ensure consistency in the data collection phase	Option 3 is a variant of Option 2. Vendor responses should provide the required information	Based on response to RFI, proposals for WG will be prepared	Pending receipt of responses to RFI	ICSC secretariat	26-Jan-09
(2)	Calculate the cost-benefit estimate of this proposal.	Will be determined based on vendor responses to FRI				

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
	<b>OPTION 4</b>	<b>Extend period between surveys [up to seven years] and apply interim adjustment in reference to cost of living, cost of labour and other indices (ICSC would have the flexibility to conduct surveys anytime between the fifth and seventh year)</b>				
(a)	Establish specific conditions which would necessitate a survey before the seventh year	This is a separate option <i>per se</i> but a procedure relating to the interim adjustment. It can be combined with the other options. The activities under this option will be carried out jointly by SAD and COLD of the ICSC secretariat. An input from UN will also be required.	(1) Request data from UN for non-HQ; (2) Analyze the interrelationships between the movement of indexes and survey and interim adjustment results; (3) Propose specific triggers and thresholds for starting a survey	(1) UN has been requested to provide data on a sample of locations as well as other additional information; (2) & (3) to be completed jointly with COLD/ICSC	UN & ICSC secretariat	(1) 5-Dec-08; (2) & (3) 9-Jan-09
(b)	Determine the percentage rate of the index to be applied	Based on the experience of the previous round of surveys, the appropriateness of using 90 per cent of the reference index will be reviewed. The application of adjustment indexes to net outside salaries will also be modeled.	Modeling to be done for (1) HQ and (2) a sample of non-HQ locations	(1) - Under way; (2) - Pending receipt of data from UN	ICSC secretariat (with input from UN)	9-Jan-09
(c)	Examine net/gross relationship as affected by the adjustment index					
(d)	Transform the LSSC into a standing committee which would monitor remuneration levels, keep track of indices, and maintain contact with employers	More details are required from the authors of the proposal; final outline of the proposal will depend on the decision of the WG on further data collection mode	UNISERV to provide details of proposal	Request to UNISERV to be sent shortly	ICSC secretariat (with input from UNISERV)	21-Nov-2008 - for sending request to UNISERV; 19-Dec-08 - for receiving feedback

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
<b>Proposed activities</b>						
(1)	Explore various reliable and readily available indices for most surveyed duty stations;					
(2)	Provide further information on the representativity of these indices					
(3)	Prepare simulations and comparative analysis of the trend of these indices over the last two rounds under the current methodology;					
(4)	Conduct forecast analysis to determine the future trend of some of these indices;					
(5)	Consider the possibility of tracking regional indices for some groups of countries with similar local economic conditions.	See Option 4 (a) above	Availability and applicability of regional indexes will be explored and reported to WG	Under way	SAD/COLD (ICSC secretariat)	26-Jan-09

<b>OPTION 5</b>						
<b>Revision of current methodologies</b>						
(a)	Identify areas for enhancing the ability of the methodology to capture a vast range of market conditions. Explore the possibility and evaluate the impact of:	Although it will make every effort to address the issues raised under this Option, the secretariat believes that, in order to allow for meaningful research and preparations to be completed and for the Working Group to have enough time to consider the documentation provided, work should be prioritized. It would thus like to suggest that the WG group focus primarily on the other Options at this stage. At the same time, the secretariat will request the authors of the proposals under this Option to submit additional				
(i)	Combining the two methodologies in one;		Request the author to elaborate on the proposal		FAO, UN	
(ii)	Maintaining two methodologies but reviewing the duty stations which would be under each (i.e. replace the headquarters vs non-headquarters division by grouping countries by similar economic conditions);				ICSC secretariat and UN	

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
(b)	Establish minimum number of staff which would trigger the need for a full survey; propose a mechanism to adjust salaries at smaller locations;	details of their proposals. The secretariat will then consolidate them and report to the WG accordingly. *	Request the author to elaborate on the proposal	Pending	UN and ICSC secretariat	9-Jan-09
(c)	Identify measures to increase the transparency of the Steering Committee;	While many of the items under this Options may be rendered moot should a different approach be selected to data collection, the highlighted items will still need to be considered. In this context, the			UN and ICSC	
(d)	Look at the various levels of inflation and re-examine the trigger point for special measures;				UN	
(e)	Transform the LSSC into a standing committee which would monitor remuneration levels, keep track of indices, and maintain contact with employers;				UNISERV to provide further details	
(f)	Streamline the job matching for salary surveys into three categories i.e. general support (G-1 to G-3) process oriented delivery (G-4 to G-5) and service delivery (G-6 to G-7);				UNISERV to provide further details	
(g)	Maintain a list of employers considered to be among the best etc;				FICSA	
(h)	Recategorize non-headquarters duty stations based on economic indicators, and add category for crisis duty stations (possibility of developing support tools that could be applied to crisis duty stations);				UN and ICSC secretariat	
(i)	Explore ways of enhancing job matching, for example, instead of the current grade by grade procedure of job matching, explore matching by occupation using a floor and ceiling for the				UNISERV to provide further details	
(j)	Collect information related to non-headquarters duty stations on survey experience during the last round of surveys including steering committee reports, ratio of employers invited/surveyed/retained, public/private retention breakdown by country, problem areas by country etc.;				UN	

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
(k)	For headquarters duty stations study/simulate the effects of concentrating the survey on three to five employers falling around the 75th percentile for the majority of jobs, based on previous experience; identify such clusters if possible;				FICSA, ICSC secretariat	
(l)	Explore ways of enhancing job retention criteria.				FICSA	
<b>Proposed activities</b>						
(1)	Review the text of the current methodology to reflect the amendments needed to ensure more flexibility in the implementation of the methodology and to address the different problems that were encountered during this round of surveys;		Request the autor to elaborate on the proposal		ICSC secretariat / UN	
(2)	Determine for each duty station, a list of employers considered to be the best in terms of remuneration packages; review the last two survey results to see if those employers were also surveyed and retained;				UN & ICSC secretariat	
(3)	Explore various alternative criteria (i.e, economic and country development indicators) to be used for the re-categorization of non-headquarters;				FISCA & UN	
(4)	Explore the possibility when available, to apply the current procedure used for data collection in non-headquarters (minimum/maximum salaries) to the headquarters methodology (average salaries).				ICSC	

	DECISION OF THE WORKING GROUP	EXPLANATION/COMMENTS	ACTIVITY	STATUS	ASSIGNED TO	DEADLINE
	<b>OPTION 6</b>	<b>Organize non-headquarters surveys on a regional basis</b>				
	Discarded by the Working Group					
	<b>OPTION 7</b>	<b>Study the feasibility of ICSC conducting surveys at all headquarters and non-headquarters locations</b>				
			Item to be discussed between ICSC secretariat and UN	Pending	UN & ICSC secretariat	26-Jan-09
	<b>OPTION 8</b>	<b>Consider using external data as a residual tool in case the required amount of employers is not found</b>				
		This is a combination of the present methodology and Option 1. Responses to RFI should provide information on this issue.	Covered by the FRI (see Option 1 (b) to (e) above)	Pending: work to start after receipt of responses to FRI	ICSC secretariat	12 Dec 2008 - for response to RFI
	<b>OPTION 9</b>	<b>Consider other issues raised in the documentation presented at the first working group meeting</b>				

### **Attachment 3**

## **PERMANENT TECHNICAL COMMITTEE ON QUESTIONS CONCERNING STAFF IN THE GENERAL SERVICE AND RELATED CATEGORIES**

### **Terms of Reference<sup>6</sup>**

#### **I. Mandate**

1.1 The Permanent Technical Committee on Questions Concerning the General Service and related categories (PTC) is an advisory body of the FICSA Standing Committee on General Service Questions (SC/GSQ), established with the mandate of providing opinions or recommendations to the Executive Committee of FICSA, its Standing Committees and individual members, as required, on technical issues related to the conditions of service of the General Service and other locally recruited categories.

#### **II. Functions**

2.1 The main functions of the PTC are:

- (i) *To advise* the Executive Committee and the Standing Committee on General Service Questions on issues related to the conditions of service of the General Service and other locally recruited categories;
- (ii) *To develop* documents and recommendations of a technical nature in support of FICSA's action on issues related to the conditions of service of the General Service and other locally recruited categories;
- (iii) *To propose* topics for discussion or items for inclusion in the agenda and/or the workplan of the Standing Committee on General Service Questions;
- (iv) *To assist* the Standing Committee on General Service Questions in coordinating and evaluating information received from member associations/unions on issues pertaining to the conditions of employment of GS and related categories of staff;
- (v) *To study, analyse and report on* issues of a technical nature referred to by the FICSA Executive Committee, the Standing Committee on General Service Questions, other FICSA standing committees or individual associations/unions represented by FICSA and
- (vi) *To recommend* relevant solutions and/or course of action, as appropriate.
- (vii) *To assist* the Executive Committee and the Standing Committee GSQ in maintaining a roster of Experts and Resource Persons, Trainers on GS condition of employment. In so doing, the PTC will foster knowledge sharing among FICSA membership.

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<sup>6</sup> Last revised at the 62nd FICSA Council (UNESCO, Paris, 2009), following clearance by the Legal Standing Committee

(viii) *To provide* the Executive Committee and the Standing Committee GSQ with technical support in organizing training workshops and developing related material on issues falling under the competence of the PTC.

### **III. Composition, membership and coordination**

3.1 The PTC is composed of staff members of associations/unions represented by FICSA, appointed in a technical capacity for a minimum period of three years.

The Chairperson of the SC/GSQ will also assume the functions of Coordinator of the PTC.

Terminology: Once the “Coordinator of SC/GSQ/Coordinator” has been defined refer to this position as “Coordinator”.

3.2 Membership will be limited to staff associations/unions represented by FICSA, which should nominate candidates of the required level of expertise in matters related to the conditions of employment of the General Service and related categories.

3.3 Applications should be addressed by the head of the respective staff association/union to the FICSA Executive Committee and the Coordinator and should contain a *curriculum vitae* of the proposed candidate, including a summary of his/her experience with matters related to the conditions of employment of the General Service and other locally recruited categories.

3.4 Members will be recommended for appointment by the Coordinator, in consultation with the Vice-Coordinators and the officers of the SC/GSQ, subject to endorsement by the FICSA Executive Committee.

3.5 In recommending members for appointment, the Coordinator will be guided by the following principles:

(i) The members of the PTC should possess demonstrated experience on issues related to the conditions of service of the General Service and other locally recruited categories;

(ii) The PTC should ensure the widest possible coverage of matters related to both headquarters and non-headquarters locations;

(iii) As far as possible, the membership of the PTC should be equitably distributed among the FICSA membership, without prejudice to principles (i) and (ii) above;

(iv) As far as possible, staff associations/unions nominating candidates for membership will try to ensure continuity in participation by their nominees in the activities of the PTC

(v) The PTC should normally be composed of no less than ten and no more than twenty members.

(vi) The Coordinator, in consultation with the Executive Committee, may invite experts and/or resource persons to participate in the meetings of the PTC. The financial implications of the invitation will be dealt with according to art. 5.3 below.

3.6 The Coordinator, upon request by individual staff associations/unions, may recommend the appointment of alternate members, in consultation with the Vice-Coordinators and the officers of the SC/GSQ, subject to endorsement by the FICSA Executive Committee

- 3.7 Members and alternate members will be eligible for re-appointment.
- 3.8 The Chairperson of the SC/GSQ will also assume the functions of Coordinator of the PTC.
- 3.9 The Chairperson will appoint, in consultation with the members of the PTC/GSQ and the SC/GSQ, two vice-Coordinators with portfolios for headquarters and non-headquarters issues.
- 3.10 The vice-Coordinators will be eligible for re-appointment.

#### **IV. Methods of work**

- 4.1 The PTC will determine its own methods of work, including preparation of its agenda, establishment of ad-hoc working groups, work assignments, record-keeping and other procedures.
- 4.2 As far as possible, information exchange, cooperation and coordination of activities should be conducted by correspondence and use of electronic communication methods.
- 4.3 The members, the alternate members and the resource persons may be requested to serve as trainers in the workshops organized by FICSA on matters related to the General Service and other locally recruited categories. Their assignments will be a responsibility of the FICSA Executive Committee, in consultation with the officers of the SC on General Service Questions.
- 4.4 The members, the alternate members and the resource persons shall comply with the statutory obligations and the policy of the Federation. They shall not make personal use of any information/material developed by, or on behalf of, the Federation, unless so authorized by the Executive Committee.
- 4.5 Assistance by, or participation in the PTC requested by non-FICSA members, including *inter alia* joint meetings or activities, will be referred to the Executive Committee for guidance.

#### **V. Meetings**

- 5.1 The PTC will normally meet at least once a year, in conjunction with the FICSA Council. Ad-hoc meetings may be convened if specific tasks or circumstances so require, with the endorsement of the FICSA Executive Committee and the officers of the SC/GSQ.
- 5.2 The costs for attendance to meetings of the PTC will normally be borne by the association/union to which the participant belongs.
- 5.3 However, should financial coverage be envisaged for the performance of specific assignments either by members, alternate members, expert or resource persons, it should be approved through the established financial procedures of the Federation, following a specific request by the Coordinator or the Executive Committee.
- 5.4 PTC meetings may be attended by participants other than members as proposed by individual associations/unions, subject to endorsement by the Executive Committee, and the concurrence of the Coordinator. The costs related to such participation will normally be borne by the sponsoring association/union.

5.5 The Coordinator and the Vice-Coordinators shall be responsible for the organization of the meetings of the PTC, the preparation of the relevant documentation and the selection of the venue. As far as possible, the venue shall be selected on the basis of invitations received from staff associations/unions represented by FICSA.

5.6 The Coordinator or one of the two Vice-Coordinators shall normally preside the meetings of the PTC. In their absence, the Presiding Officer will be selected from among the members present at each meeting. A rapporteur shall be also nominated at each session among the participants.

## **VI. Reporting**

6.1 The PTC shall report to the Standing Committee on GS Questions and submit a yearly report of activities for transmission to the FICSA Executive Committee. It will also report on the purpose and outcome of its meetings.

6.2 The Coordinator shall be responsible for keeping the Standing Committee/GSQ and the Executive Committee informed of the activities of the PTC.

## **VII. Revision of the terms of reference**

7.1 Request for amendments of the TOR should be addressed to the coordinator of the PTC. If endorsed by the Standing Committee they will be transmitted to the FICSA Executive Committee for appropriate action.

**Annex 8**

**REPORT OF THE  
STANDING COMMITTEE ON  
PROFESSIONAL SALARIES AND ALLOWANCES**

Chair	Dean H. Neal (IAEA)
Vice-Chair	Kees de Joncheere (WHO/EURO Copenhagen)
Rapporteur	Alejandro Rovira (FAO-APS)
President, FICSA	Edmond Mobio (WHO/HQ Geneva)
Member for Compensation Issues, FICSA	Giovanni Muñoz (FAO-APS)

**Participants**

CERN	Philippe Defert
FAO-APS	Christopher Pardy Edward Seidler
IMO	Fabienne Fournigault
OPCW	Jocelyne Turner
UNESCO	Guiomar Alonso Cano
WFP	George Aelion
WMO	Federico Galati
WHO/AFRO Brazzaville	Jules Bekombo
WHO/HQ Geneva	Christopher Bailey
WHO/SEARO New Delhi	K. Ratnakaran
WHO/WPRO Manila	Sigrun Roesel
WIPO	Denis Croze

**Guest**

UNIDO	Marie-Odile Dorer Walter Koenig
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## **Introduction**

1. Under the chairmanship of Mr. Dean H. Neal (IAEA), the Standing Committee met twice to address items 1 to 6 of its agenda.

### **Adoption of the agenda (Agenda item 1)**

2. The Standing Committee adopted the following agenda:

1. Adoption of the agenda
2. Election of the rapporteur
3. Report of follow-up activities since the 61st FICSA Council
  - Education Grant
4. Review of the Programme of work of the ICSC for 2009-2010
  - Base/floor salary scale
  - Evaluation of the US/United Nations net remuneration margin
  - Children's and secondary dependants' allowances
  - Report of the 32<sup>nd</sup> Session of ACPAQ
  - IAEA proposal on declining Professional salaries in Europe
5. Other business
6. Nomination of Standing Committee officers and Core Group members

### **Election of the rapporteur (Agenda item 2)**

3. Mr. Alejandro Rovira (FAO-APS) was appointed Rapporteur.

### **Review of follow-up activities since the 61st FICSA Council (Agenda item 3)**

4. The Standing Committee took note that the changes proposed by the ICSC within the context of the review of the education grant methodology had not been implemented owing to the strong intervention from staff bodies and the Human Resources Network. Several thousand signed petitions had been gathered by the various staff bodies in a number of UN organizations and presented to the ICSC as an expression of staff's disappointment with the new proposed structure. The Standing Committee was aware that the administrations of many organizations were also not in favour of the new proposed structure. The Committee felt that the changes to the education grant benefit proposed by the ICSC would hurt field staff most, as well as those staff whose children were enrolled in the high-cost universities, primarily in the United States and the United Kingdom<sup>7</sup>.

5. Although the ICSC had not changed the education grant methodology, it did indicate that it would keep the matter under review.

**The Standing Committee recommended that the FICSA Executive Committee be vigilant and ensure that any proposal for modification of the education grant methodology did not have a detrimental effect on Professional staff. It should be prepared to defend that entitlement.**

<sup>7</sup> This statement was corrected during the final plenary session.

### **Review of the Programme of work of the ICSC for 2009-2010 (Agenda item 4)**

6. The Chair informed the Standing Committee of discussions regarding the base/floor salary scale and the “no gain/no loss” policy when comparing the United Nations Professional Salary scale to that of the United States federal civil service employees. The explanation provided was that adjustments to the United States federal civil service salary scale were an adjustment to the cost of living and not a real increase in salary while the UN post adjustment system reflected any cost-of-living adjustment for duty stations.

7. Members of the Committee felt that the ICSC was under pressure from the General Assembly to keep the UN Professional Salary Scale at zero growth. Some questioned whether the US federal civil service was the best-paying service.

8. The Standing Committee was of the opinion that private firms should be hired to conduct a study to identify the best-paying civil service. The Standing Committee noted once again with concern that the average margin level for the past five years had remained below the desirable level of 115.

9. The Standing Committee reviewed a paper submitted by the IAEA to ACPAQ including a study prepared by Price Waterhouse Coopers which demonstrated the significant loss in Professional salaries throughout duty stations in the eurozone.

**The Standing Committee recommended that:**

- (a) The FICSA Executive Committee should participate proactively in the update of the United Nations/United States grade equivalency studies. The Federation should take note of the fact that some US federal civil service entities or jobs might not be properly included in the comparator;**
- (b) FICSA member associations/unions in Vienna, Rome, Paris, Madrid, and other Euro-zone countries should approach their administrations in order to mobilize support to push for action to minimize erosion of the purchasing power of Professional staff salaries, in line with the efforts of the IAEA Administration;**
- (c) Following the reaction of the members of ACPAQ to the findings of the Price Waterhouse Coopers study, the FICSA Executive Committee should consider the possibility of commissioning a study to confirm the analysis done, using the basket of goods and services used by the UN in revising the post adjustment. (A provision of \$US 10,000 should be made in the budget or administrations/staff associations/unions should be requested to assist with payment);**
- (d) The Standing Committee should explore the possibility of employing interns or consultants to review the behaviour of the margin for the past 10 to 15 years and so help FICSA in advocating an increase before the ICSC; and**
- (e) The FICSA Executive Committee should participate actively in the spring session of the ICSC so as to ensure that the ICSC followed up on the problems identified in the ACPAQ report relating to Professional salaries.**

10. In noting the decline in the US dollar, the Standing Committee was of the opinion that the review of the methodology used to determine the children's allowance and secondary dependants' allowance had negatively affected UN staff members based in Europe. The children's allowance was established as a global flat-rate amount calculated as the average of the United States dollar amounts of child benefits at the eight headquarters duty stations. The secondary dependants' allowance should be established at 35 per cent of the proposed children's allowance. It was decided that any appeals should be performed on an individual basis and not through FICSA at present.

**11. Following the ICSC decision to adopt a new methodology for the children's and secondary dependant's allowance, the Standing Committee recommended that the FICSA Executive Committee explain the issue to the membership and advise them to check with their HR representatives whether the new methodology as proposed by the Commission would be implemented or rejected.**

12. Noting the lack of a grandfather clause, the Committee saw the ICSC decision as an erosion of an important entitlement. It advised the Executive Committee to alert member organizations to the issue and recommended that member associations/unions consult with their HR departments on not implementing the ICSC decision. Having considered the impact of the decision, WHO had submitted its views to the Executive Board (EB124/31). It would apply the current rate rather than the rate recommended by the ICSC, until such time as the staff member was either reassigned or ceased to qualify for the allowance, whichever was earlier.

13. Mr. Giovanni Munoz, Member of the FICSA Executive Committee, had represented FICSA at the 32<sup>nd</sup> Session of ACPAQ and gave a report on the discussions.

14. It was noted that owing to low staff participation in the 2005 place-to-place survey in some duty stations, data from 2000 and projected forward are being used instead of real data to set the post adjustment.

**The Standing Committee recommended that:**

- (a) The FICSA Executive Committee ask the HR Network to simplify the place-to-place and post adjustment surveys and request that accommodation be made for staff to complete the surveys during work time; and**
- (b) The FICSA Information Officer should produce background information for use by member associations/unions to educate staff on the importance of participating in the place-to-place surveys to be conducted in 2010.**

**Other business (Agenda item 5)**

15. There was no other business.

**Nomination of Standing Committee officers and Core Group members (Agenda item 6)**

16. The Standing Committee nominated Mr. Dean H. Neal (IAEA) as Chair and Mr. Christopher Pardy (FAO-APS) and Mr. Kees de Joncheere (WHO/EURO Copenhagen) as Vice-Chairs.

**Annex 9**

**REPORT OF  
STANDING COMMITTEE ON STAFF/MANAGEMENT RELATIONS**

Chair	Imed Zabaar (IAEA)
1st Vice-Chair/Rapporteur	Pauline Guy (ITLOS)
2 <sup>nd</sup> Vice-Chair	Cosimo Melpignano (UNLB-LSU)
Members, FICSA Executive Committee	Carolina Bascones (PAHO/WHO Washington) Giovanni Munoz (FAO-APS)

**Participants**

CERN	Joel Lahaye
FAO-APS	Janice Albert
FAO/WFP-UGSS	Cinzia Romani
IAEA	Lydia Baben Helga Danesi Michael Donoho Margaret Robertson
IARC	Asiedua Asante
ITC/ILO	Stefano Barettini Marion Christophe Vittorio Coscia Claudio Fiore
ITU	Maité Comas Barnés
OPCW	Afshaan Shafi Jocelyne Turner
PAHO/WHO Washington	Cecilia Doig Carolina Echevarria
SCBD	Oliver Hillel
UNAIDS	Marie Breton Ivy Manuel Da Quinta Cinzia Mazzalocchi-Delaunay Tanya Quinn-Maguire
UNESCO/STU	Frederick Russell Rivoallan

UNLB-LSU	Ezio Capriola
UPU	Alessane Guiro
WHO/AFRO Brazzaville	Jean Tchicaya
WHO/EMRO Cairo	Heba El-Khodary Maha Metwally
WHO/EURO Copenhagen	Kees de Joncheere Robert Jensen Melodie Karlson Jenny Madsen
WHO/HQ Geneva	Maria Dweggah Shook-Pui Lee-Martin Liz Mottier-D'Souza Ken Wind-Andersen
WIPO	Denis Croze Benedicte Delrieu Sarah Neyroud
WMO	Federico Galati Nanette Lomarda

#### **Associations with consultative status**

EMBL	Catherine Floyd Liselott Maidmont
FAFICS	Witold Zyss

#### **Federation with observer status**

FASPANUCI Ivory Coast	Rachel Pierre
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#### **Guests**

GAP	Beatrice Edwards (Director) Shelley Walden (Assistant) Dave Zielinski (Consultant)
UNIDO	Marie-Odile Dorer

#### **Introduction**

1. Under the chairmanship of Mr. Imed Zabaar (IAEA), the Standing Committee met three times to address items 1 to 9 of its agenda. Item 4 was discussed in a joint session with the Standing Committee on Conditions of Service in the Field and item 5 was a joint session with the Standing Committees on Legal Questions and Human Resources Management.

### **Adoption of the agenda (Agenda item 1)**

2. The Standing Committee adopted the following agenda:

1. Adoption of the agenda
2. Election of the rapporteur
3. Report of the Standing Committee activities of 2008:
  - (a) Global Staff Satisfaction Survey
    - (i) Approval of the model survey
    - (ii) Timetable
    - (iii) Roles and responsibilities
  - (b) Portfolio for staff representatives
    - (i) Required skills
    - (ii) Training needs
  - (c) Report on the model partnership agreement
  - (d) Report on the review of the types of staff representation
3. Workshop planning for staff representatives for 2009 (Joint session with the Standing Committee on Conditions of Service in the Field):
  - (a) ITLOS proposal for a 3-day training session on staff representation
  - (b) Other venues for training
5. Whistle-blowing (Joint session with the Standing Committees on Legal Questions and Human Resources Management)
6. Presentation by FAO staff representatives on the Joint Advisory Committee on FAO Reform (JAC/FAR)
  - (a) Discussion
  - (b) Lessons learned
7. Standards of conduct:
  - Review and proposal(s) for change
8. Other business
9. Nominations of Standing Committee officers and Core Group members

### **Election of a rapporteur (Agenda item 2)**

3. Ms. Pauline Guy (ITLOS) was appointed Rapporteur.

### **Report of the Standing Committee activities of 2008 (Agenda item 3)**

4. The Committee reviewed the activities of the past year. With respect to the issue of whistle-blowing in 2008, in particular the involvement and role of FICSA, it was reported that in November 2008, FICSA had organized a workshop in Vienna on whistle-blowing to establish a clear definition of “whistle-blowing” and identify the role that FICSA could play in that regard. Documents FICSA/C/62/HRM/CRP.4 and FICSA/C/62/LEGAL/CRP.3 were presented for joint discussion by the Standing Committees.

5. As for the decision at the previous Council on forming a working group to collect existing staff satisfaction surveys during 2008 and, on that basis, develop a global model staff satisfaction survey to be conducted on a regular basis (every 4 years) as from early 2009, a working group had met in Vienna in May 2008 to study the sample surveys submitted by FICSA members and identify common areas of concern. On the basis of the findings, the working group made a recommendation to the Chair to assist him in the design of the survey.

6. A portfolio for staff representatives indicating the skills and training required to perform their duties effectively had been prepared by the Vice-Chair and distributed to the meeting. Additionally, two proposals (one from ITLOS and one from ILO/ITC) for possible training for staff representatives were put forward for discussion by the Standing Committee.

7. At the previous session the Standing Committee had decided to work in collaboration with the Information Officer on compiling a set of guidelines (to be included in the FICSA Handbook on Staff Representation) on the early detection of and responses to alternative consultative mechanisms, as well as reviewing the different types of staff representation.

8. Given the lack of response, the Standing Committee called upon FICSA members to cooperate with the FICSA secretariat by providing appropriate information on that subject.

9. Recalling the model partnership agreement to be transmitted to the FICSA Legal Advisor and the investigation of the procedure and the feasibility of FUNSAs having such agreements, it was reported that FICSA Executive Committee had taken note of the model partnership agreement as amended by the Legal Advisor. It had recommended that those FUNSAs which did not yet have a recognition agreement should use the model to negotiate with their administrations. Should FUNSAs require further assistance, they should contact the Executive Committee.

10. As for the issue whether associations/unions had the right to engage in discussions with Member States on staff matters and conditions of service, the Legal Advisor had said that solutions would differ according to the rules and regulations of each organization. For those not having that right, they needed to negotiate with their administrations.

11. As for broadbanding the ICSC had declared the pilot scheme a failure.

12. The Standing Committee had received a document from the FICSA Executive Committee informing the Committee of the intention of the ICSC to revise the “Code of Conduct”. The matter should be thus followed up by the Executive Committee during the revision process and the Standing Committee should be kept informed as to the progress on securing staff representatives access to governing bodies.

13. As for organizing future training sessions with ITC/ILO, the subject was taken up under Agenda item 4.

(a) *UN Global Staff Satisfaction Survey*  
 (i) Approval of the model survey

14. The model Global Staff Satisfaction Survey was presented by the Chair and a lengthy discussion followed as the Committee went through the model survey question by question. Proposals to change and improve many of the questions were put forward and the accepted proposals were incorporated in an updated questionnaire (see Appendix 1).

(ii) Timetable for implementing the survey

15. The timetable for the implementation of the survey was approved as per document FICSA/C/62/SMR/CRP.8 (Appendix 2).

(iii) Roles and responsibilities

16. As the Chair had been responsible for the design of the survey, the Standing Committee agreed that he would continue to work as the manager for the survey and be assisted by an external consultant.

17. The external consultant would help the Chair in analysing the data and preparing individual reports for each FICSA member association/union.

18. Other non-FICSA members participating in the survey would be able to obtain an executive report of the results of the survey, against payment of a fee to be negotiated with the Executive Committee.

**The Standing Committee recommended that, in coordination with the FICSA Executive Committee, the Chair of the Standing Committee would continue to manage the survey with the assistance of an external consultant to analyse the data and prepare individual final reports for all members. It also recommended that the Ad hoc Committee on Administrative and Budgetary Questions allocate a sum of approximately €6000 to cover the consultant's fees.**

**The Standing Committee recommended that non-FICSA members be able to obtain a report for their association/union, on payment of a fee.**

(b) *Portfolio for staff representatives*

19. The Chair presented the draft portfolio for staff representatives, prepared by Pauline Guy (ITLOS), setting out the applicable tasks, qualities, skills and requirements. A discussion resulted in the formation of a working group to examine the draft. The revised portfolio is attached to the present report as document FICSA/C/62/SMR/CRP.7/Rev.1 (see Appendix 3). The document was intended to help the staff associations/unions to identify skills and requirements for their staff representatives and organize training sessions accordingly. Staff associations/unions should be careful in their use of the document in order not to discourage potential staff representatives. It should be understood that it is a general document to be adapted to the needs of the individual staff association/union.

20. As an example of training courses which could be offered to FICSA members, Ms. Maria Dweggah (WHO/HQ Geneva) gave a presentation on training staff representatives involved in recruitment and selection panels/committees (Appendix 4). The presentation highlighted the practice at WHO/HQ, whereby staff representatives were fully involved in the staff selection process.

21. Mr. Oliver Hillel (SCBD) gave a presentation as per document FICSA/C/62/SMR/CRP.5 on a case study within his organization. The presentation stressed the successful outcome of the case, and the lessons learned: the benefit of reaching out to the ombudsman; and when to represent all staff members and when to represent only dues-paying members. A very positive result was the increase in the SCBD Staff Association's membership.

**The Standing Committee recommended that the FICSA Executive Committee encourage its membership to make use of the portfolio for staff representatives and apply it effectively in order to identify training requirements for their staff representatives.**

**The Standing Committee recommended that the FICSA Executive Committee follow up the implementation/usage of the portfolio prior to the next FICSA Council in order to identify other training needs for future consideration by FICSA.**

**The Standing Committee recommended that the “Staff Representative Profile” should be used as a basis for identifying the roles and tasks of staff unions/associations.**

*(c) Report on the model partnership agreement*

22. Further to the sample partnership agreement presented to the 61<sup>st</sup> FICSA Council, the Committee had been informed by the UNAIDS Staff Association that their agreement had been signed by the staff representative body and management. The representative of the UNAIDS Staff Association pointed out that it had taken 18 months of negotiations with the administration for the agreement to come to fruition. It had been instrumental in working towards greater cooperation with the management of that organization. No other agreements were submitted.

*(d) Report on the review of different types of staff representation*

23. Owing to the lack of time and the absence of the relevant officer, no discussions were held on the subject.

**Workshop planning for staff representatives for 2009 (Joint session with the Standing Committee on Conditions of Service in the Field (Agenda item 4)**

(a) *ITLOS proposal for a 3-day staff representative training workshop*

24. As per document FICSA/C/62/SMR/CRP.6, Ms. Pauline Guy (ITLOS) presented the proposal for a 3-day training workshop to be held in June or July 2009 on the ITLOS premises in Hamburg. The workshop would be organized by the FICSA secretariat and run by a trainer from the Trades Union Congress (United Kingdom). The estimated cost of the training was CHF 4,500. Participation in the training course would be free for FICSA members. Travel and accommodation costs would be borne by the respective staff association/union. The Standing Committee was of the opinion that the workshop could also generate additional income from non-FICSA members, as many UN organizations (non-FICSA members) had already expressed an interest in attending the workshop.

**The Standing Committee recommended that the Ad hoc Committee on Administrative and Budgetary Questions allocate a sum of approximately CHF 4,500 to organize the workshop on training staff representatives.**

(b) *Other venues for training*

25. Another potential venue for training was presented by ILO/ITC in Turin, which, following the recommendation of the 61<sup>st</sup> FICSA Council to identify training courses available, presented two of its courses on staff union issues: one on joint union/management negotiation skills and the other on conciliation/mediation of labour disputes. Other courses could be designed, arranged or run upon request, with a minimum of 12 participants. Potential dates presented were March and April 2009. The cost of the training courses would be borne by each staff association/union attending.

26. The Standing Committee agreed that other venues for training could be considered in the future upon request from the membership.

**The Standing Committee recommended that the FICSA Executive Committee coordinate the organization of training courses with ILO/ITC.**

**The Standing Committee further recommended that the FICSA Executive Committee encourage each member organization to send staff representatives to those courses in order to enhance their skills and capabilities.**

**The Standing Committee also recommended that the Committee review and evaluate feedback received from participants in those training courses and make recommendations to the FICSA Executive Committee for future training courses.**

### **Whistle-blowing (Agenda item 5)**

27. Joint session was held on whistle-blowing with the Standing Committees on Legal Questions and Human Resources Management.

28. The Government Accountability Project (GAP) gave a lengthy, insightful and informative presentation on whistle-blowing, followed by a question-and-answer session. The presentation was based on the whistle-blowing policy of the Audit Group of the African Development Bank and was concluded by highlighting some differences between that system and that of the United Nations

which, in the opinion of GAP, left much to be desired. Handouts were provided and the presentation would shortly be available online on the FICSA website.

29. Even though few organizations already had an established whistle-blowing policy, FICSA, in recent years, had been endeavouring to raise awareness of the issue and encourage its membership to follow the matter up with their administrations, in order to develop such a policy. It was also mentioned that in 2008, FICSA had financed a whistle-blowing case at WMO, at a cost of CHF 20,000. Those interested to read more about the case could refer to ILO Judgement No. 2742.

30. During the revision of documents FICSA/C/62/HRM/CRP.4 and FICSA/C/62/LEGAL/CRP.3, the Standing Committee agreed to use the definition of the term “whistle-blowing” provided by GAP, as it was more detailed. With regard to the guidelines defining the role or involvement of FICSA, the Committee felt that it would be appropriate for the Executive Committee to inform the membership about the roles which they could play in order to assist in the issue of whistle-blowing.

**The Standing Committee recommended that the definition of whistle-blowing drawn up by the Government Accountability Project (GAP) should be adopted by FICSA.**

**The Standing Committee further recommended that the Executive Committee should submit a proposal as to its perception of the role and involvement of FICSA in the issue.**

#### **Presentation by FAO staff representatives on the Joint Advisory Committee on FAO Reform (JAC/FAR) (Agenda item 6)**

31. Ms. Janice Albert and Mr. Giovanni Munoz (FAO-APS) gave a presentation on the background to the reform of FAO and the history of staff demands for consultation during the process. The excellent results obtained show what staff representatives could achieve when they acted in synergy and literally stood up for their rights. Good communication and the ability to mobilize staff in the field were some of the reasons for the great success of the action. The valuable assistance of FICSA in contributing to FAO staff representative bodies in achieving their aims was emphasized. The suggestion was made that the presentation and more of its kind should be used as promotional material for the Federation.

#### **Standards of conduct (Agenda item 7)**

32. During the discussion of document FICSA/C/6/SMR/2, the following questions were raised:

- What triggered the review?
- How did the new document compare with the previous one?
- How and when would the review be implemented?
- Would a working group involving FICSA be set up to assist in the review?

**The Standing Committee requested the FICSA Executive Committee to provide answers to the questions cited in paragraph 32 of its report, remain involved in the review process and provide feedback to the membership for further comments and recommendations.**

**The Standing Committee recommended that the FICSA Executive Committee raise the issue of access to governing bodies when the Code of Conduct was next revised by the ICSC.**

**Other business (Agenda item 8)**

33. No issue was raised under the agenda item.

**Nominations of Standing Committee officers and Core Group members**

34. The Standing Committee nominated Mr. Imed Zabaar (IAEA) as Chair and Ms. Pauline Guy (ITLOS) as Vice-Chair.

35. It nominated the following persons as members of the Core Group:

Maria Dweggah (WHO/HQ Geneva)  
Janice Albert (FAO-APS)  
Maha Metwally (WHO/EMRO Cairo)  
Heba El Khoudary (WHO/EMRO Cairo)  
Oliver Hellel (SCBD)  
Lydia Baben (IAEA)  
Jennifer Madsen (WHO/EURO Copenhagen)  
Jocelyne Turner (OPCW)  
Maite Comas Barnes (ITU)  
Tanya Quinn-Maguire (UNAIDS)

## Appendix 1

# UN Global Staff Satisfaction Survey

### General Information

The following information will assist us in analyzing your replies.

1) Please select the name of your organization:

- BIOVERSITY
- CERN
- CTBTO
- ECB
- ESO
- FAO
- IAEA
- IARC
- ICAO
- ICCO
- ICO
- IFAD
- ILO
- IMO
- IOC
- IOM
- ITC
- ITLOS
- ITU
- OPCW
- PAHO
- SCBD
- UN
- UNAIDS
- UNDP
- UNESCO
- UNFPA
- UNHCR
- UNICEF
- UNIDO
- UNLB
- UNOPS
- UNRWA
- UNWTO
- UPU
- WFP
- WHO
- WIPO
- WIPO
- WMO
- Other (please specify)

If you selected other, please specify

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**2) Please enter your duty station:**

---

**3) Gender**

- Male
- Female

**4) Type of current contract:**

- Permanent or indefinite
- Fixed-term
- Short-term
- Other

**5) Category**

- G or equivalent
- P, Senior or equivalent

**6) Years of service within your organization**

- Less than 5 years
- 5 - 10 years
- 10 - 15 years
- 15 - 20 years
- 20 - 25 years
- 25 - 30 years

## Policies

**7) Are you familiar with the staff rules and regulations of your organization?**

- Yes
- No

**8) If you answered "no" is it because of any of the following?**

**Please select all that apply**

- You do not know where to find them
- You never received a copy of your organization's rules and regulations
- You are not interested
- The rules and regulations are unclear
- Never had need to use them

**9) In your opinion, how are the rules and regulations applied in your organization?**

**Please select all that apply**

- The rules are applied to all alike
- The rules are bent in favour of some staff
- The rules are abused by management
- The rules are abused by some staff
- Don't know

**10) Are you aware of any of the following policies in your organization?**

**Please select all that apply**

- Harassment
- Whistle-blowing
- Mobbing
- Code of ethics
- Code of conduct
- Work-life balance
- Internal mobility policy
- External mobility policy

**11) Do you think these policies are:**

	Clearly defined	Clearly communicated	Clearly understood	Effective	Transparent
Harassment	<input type="radio"/>				
Whistle-blowing	<input type="radio"/>				
Mobbing	<input type="radio"/>				
Code of conduct	<input type="radio"/>				
Code of ethics	<input type="radio"/>				
Work-life balance	<input type="radio"/>				
Internal mobility	<input type="radio"/>				
External mobility	<input type="radio"/>				

**12) How satisfied are you with these policies in your organization?**

**Please select all that apply**

	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied
Harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistle-blowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobbing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Code of conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Code of ethics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**13) Does your organization have an ombudsman?**

- Yes
- No
- Don't know

**14) Does your organization have an appeals procedure in place?**

- Yes
- No
- Don't know

**15) If you answered "yes", are you satisfied with the appeals procedure in your organization?**

- Yes
- No

**16) Have you ever brought an appeal?**

- Yes
- No

**17) If you answered "yes", have you approached your Staff Association/Union or the ombudsman prior to making the appeal?**

- Yes
- No

## Communication

**18) How well does your management inform you about the day-to-day running of your organization?**

- Very well informed
- Not fully informed
- Informed on a need-to-know basis
- Not informed at all
- Other (please specify)

If you selected other, please specify

---

**19) How is information on change and new policies communicated to staff in your organization?**

**Please select all that apply**

- Through internal website
- Through hard copy circulars
- Through email
- Through a blog
- Through your staff representative
- Through your supervisor
- By word of mouth

**20) How would you rate the level of coordination between the various departments in your organization?**

- Excellent
- Very good
- Good
- Poor
- Very poor

**21) How would you rate the level of coordination within your department?**

- Excellent
- Very good
- Good
- Poor
- Very poor

## **Performance appraisal**

**22) Do you have a mandatory performance appraisal system at your organization?**

- Yes
- No
- Don't know

**23) If "yes", are the objectives of this performance appraisal clearly identified?**

- Yes
- No
- Don't know

**24) What is your performance appraisal system based on:**

- An assessment scale
- Non-scale

**25) In your opinion, the performance appraisal system in your organization:****Please select all that apply**

- Provides an objective assessment of your performance
- Provides you with feedback
- Provides a means to reward excellent performance
- Addresses performance issues
- Identifies training needs
- Is a two-way communication channel
- Is an on-going process
- Allows your work to be recognized
- Plans your future career development
- Has a detrimental affect on staff
- Is a waste of time and resources

**26) How frequent are your performance appraisals in your organization?**

- Once a year
- Twice a year
- Once every two years
- Continously
- Never

**Work environment and job security****27) To what degree do you agree with the following statements?**

	Totally agree	Tend to agree	Tend to disagree	Totally disagree	Don't know
My job is a fairly routine one	<input type="radio"/>				
My post is correctly classified	<input type="radio"/>				
The job I do matches my skills/qualifications	<input type="radio"/>				
When I ask for training in connection with my duties, I am given it	<input type="radio"/>				
The description of my function corresponds to what I am actually doing	<input type="radio"/>				
My work allows me to reconcile my professional and private life	<input type="radio"/>				
The work climate is good	<input type="radio"/>				
Measures are taken to motivate staff	<input type="radio"/>				
I have a sense of security in my job	<input type="radio"/>				
My organization uses short-term contracts on a regular basis	<input type="radio"/>				
I am required to perform work of a private nature for my supervisor during working hours	<input type="radio"/>				

**28) Does your organization have a career development programme?**

- Yes
- No

**29) If you answered "yes", please indicate how satisfied you are with the staff development programme in your organization?**

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

**30) Does your organization offer job/career development training?**

- Yes
- No
- Don't know

**31) If you answered "yes", is the training available to?**

- All staff
- P staff only
- GS staff
- Limited to job requirements
- Other (please specify)

If you selected other, please specify

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**32) In your opinion, are there career opportunities for staff in your organization?**

- Yes
- No
- Don't know

**33) In your opinion, does management encourages career development in your organization?**

- Yes
- No
- Don't know

**34) Does your organization provide you with any of the following in support of social and cultural activities for staff?**

- Financial support
- Facilities
- Release time

**35) Which of the following facilities are available to staff in your organization?**

- Parking
- Child care centre
- Catering service
- Banking
- Dry cleaning
- Post office
- Travel agency
- Medical service
- Pharmacy

- Library
- Clubs
- Commissary
- Meditation room
- Relaxation room
- Gym

**36) Are there any other facilities that you would like to see offered by your organization?**

1: \_\_\_\_\_  
 2: \_\_\_\_\_  
 3: \_\_\_\_\_

**37) In general, how satisfied are you with your current employer?**

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

**38) Do you frequently have to work more than your contractual hours/week?**

- Yes
- No

**39) If you answered "yes", is it because of any of the following?**

**Please select all that apply**

- You enjoy your job and you don't mind working long hours
- Inadequate staffing
- Unrealistic work commitments on your part
- Poor planning within your Section/Department
- You receive paid overtime
- Nature of your job requires that you work long hours
- You receive compensatory time off

**40) Have you ever been personally confronted with any of the following in your organization?**

- Sexual harassment
- Discrimination against women
- Discrimination against men
- Discrimination on the basis of nationality
- Racial discrimination
- Discrimination on the basis of sexual orientation
- Discrimination on the basis of age
- Discrimination on the basis of religion
- Discrimination against employment of spouses
- Discrimination on the basis of G/P category
- Discrimination on the basis of language
- Discrimination on the basis of personal dislike
- Discrimination on the basis of HIV status

**41) If you have experienced any form of discrimination, did you seek help (e.g. from the Staff Association/ombudsman)?**

- Yes
- No

**42) If you answered "no", is it because of any of the following?**

**Please select all that apply**

- You do not know whether there is an ombudsman in your organization
- You do not know what the role of the ombudsman is
- You do not trust the ombudsman
- You do not know whether there is a Staff Association/Union
- You do not know what the role of the Staff Association/Union is
- You do not trust the Staff Association/Union
- Other (please specify)

If you selected other, please specify

---

## Staff association/Union

**43) In your opinion, your Staff Association/Union should:**

**Please rank the following in order of importance to you (1 = High / 5 = Low)**

Represent/defend staff interests	_____
Promote the welfare of staff	_____
Represent the views of staff to the administration	_____
Represent staff on various staff/management committees	_____
Support staff activities	_____
Negotiate with management to improve employment conditions	_____
Promote transparency and equal opportunities	_____
Provide legal advice/assistance	_____

**44) In general, how satisfied are you with your Staff Association/Union?**

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

**45) General Comments**

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**Appendix 2****GLOBAL STAFF SATISFACTION SURVEY****Timetable**

**01 Mar. 2009** Message to all participants informing them about the Survey, its objective and the deadline for submission of replies

**15 Mar. 2009** Reminder to all participants

**31 Mar. 2009** End of submission

**01 Jun. 2009** Submission of Statistical Report and Executive Summary on main findings and recommendations

**01 Jul. 2009** Submission of Individual Executive Summary on main findings and recommendations to each participating organization.

**01 Oct. 2009** Follow up with each participating organization on the implementation of recommendations

**01 Dec. 2009** Submission a report on the implementation of recommendations

### Appendix 3

#### STAFF REPRESENTATIVE PROFILE

A staff representative body would ideally be composed of individuals who, together perform the following tasks and contribute the qualities and skills described below.

**Tasks:**

1. Deal sympathetically and objectively with all matters of concern to staff members: work-related issues; working conditions; working environment;
2. Negotiate with management (Administration);
3. Conciliate/mediate between staff members and between staff members and their superiors;
4. Conflict resolution;
5. Advocate for and support improved staff rights;
6. Supervise staff association (union) budget;
7. Plan and undertake fundraising activities;
8. Organize social functions;
9. Represent staff interests;
10. Continuously scan the political and economical environment and identify changes that could threaten and/or affect the working environment of staff; and
11. Keep up-to-date with technical information as provided by the documents of FICSA and other relevant bodies.

**Qualities/skills/requirements:**

1. Open-mindedness and lack of all prejudice;
2. Willingness to become familiar with staff rules and regulations and their legal implications;
3. Highly developed inter-personal skills requiring the ability to deal equally with, and to listen sympathetically to, staff from all walks of life, irrespective of sex, ethnic origin, political or sexual orientation, etc.;
4. Ability to deal with management/higher management/administration;
5. Dedication to staff and organization;
6. Ability to communicate both orally and in writing clearly and concisely;
7. Ability to maintain objectivity and confidentiality;
8. Ability to deal with stress;
9. Strong negotiation skills; and
10. Basic financial skills.

## Appendix 4

### PRESENTATION BY MARIA DWEGGAH ON TRAINING STAFF REPRESENTATIVES INVOLVED IN RECRUITMENT AND SELECTION PANELS/COMMITTEES

Read left column downwards. Then right column downwards.

#### RECRUITMENT/SELECTION

Training for Staff Representatives

WHO STAFF ASSOCIATION

THANK YOU  
FOR VOLUNTEERING

- YOU HAVE A UNIQUE AND PRIVILEGED OPPORTUNITY TO ENSURE CONSISTENCY THROUGHOUT THE HOUSE
- YOU **DO** HAVE A SAY AND YOU **CAN** MAKE A DIFFERENCE
- YOU **CAN** INFLUENCE HR POLICY
- YOUR COMMENTS, OBSERVATIONS, SUGGESTIONS ARE USEFUL IN IMPROVING OUR ROLE ON THE SELECTION PANEL
- YOU HAVE THE TRUST OF STAFF and the SC

#### FULL PARTICIPATION

- APPROVAL OF VACANCY NOTICES FOR ALL LEVELS
- SELECTION PROCESS

#### STAFF REGULATIONS

##### ARTICLE IV

###### *Appointment and Promotion*

- 4.1 The Director-General shall appoint staff members as required
- 4.2 The paramount consideration in the appointment, transfer or promotion of staff shall be the necessity of securing the **highest standards of efficiency, competence and integrity**. Due regard shall be paid to the importance of recruiting and maintaining the staff on as wide a **geographical** basis as possible

#### ARTICLE IV cont.

- 4.3 Selection of staff members should be without regard to race, creed or sex. So far as it is practicable, selection shall be made on a competitive basis
- 4.4 Without prejudice to the inflow of fresh talent at the various levels, **vacancies shall be filled by promotion of persons already in the service of the Organization in preference to persons from the outside**. This preference shall also be applied, on a reciprocal basis, to the United Nations and specialized agencies brought into relationship with the United Nations

## STAFF RULES SECTION 4

### Recruitment and Appointment

- 410. RECRUITMENT POLICIES
- 410.1 The paramount considerations in the selection of staff shall be competence and integrity. For posts in the professional category and above, geographical representation shall also be given full consideration. Such representation is not a consideration in appointments to posts subject to local recruitment

## Panel Composition

### Posts up to and including P5

- Post Holder (Department Director, supervisor of post or designated person)
- Neutral party chosen from list agreed to by HRS and Staff Committee
- HR staff
- Staff Representative

### P6 to D 2

- ADG of cluster or other designated person
- Another ADG or representative
- Director HRS or other designated person
- Staff Representative

## PARTNERSHIPS

- UNTIL A POLICY IS FINALIZED, OBSERVERS ON PANELS WILL NEED TO BE AGREED BY ALL MEMBERS
- WHO RULES ON SELECTIONS PREVAIL
- OBSERVERS EXTERNAL TO WHO NEED TO BE APPROVED BY DIRECTOR HRD

### YOUR ROLE AND DUTY AS STAFF REPRESENTATIVE ON SELECTION PANELS

- MAKE SURE APPOINTMENT TO PANEL IS THROUGH STAFF ASSOCIATION ONLY
- MAKE SURE "NEUTRAL PARTY" IS ON APPROVED LIST
- ENSURE THE PROCESS IS FAIR
- ENSURE RESPECT OF STAFF REGULATIONS AND RULES and WHO POLICIES AND PRACTICES
- BE OBJECTIVE AND ENSURE OBJECTIVITY
- DISCOURAGE "GUT FEELING" DISCUSSIONS, HEARSAY AND RUMORS
- REQUEST THAT PMDS BE AVAILABLE IF NECESSARY – IF PERFORMANCE IS AN ISSUE, NEEDS TO BE DOCUMENTED
- BE AWARE OF SELECTION PRIORITIES ESTABLISHED BY STAFF ASSOCIATION (abolishment of posts, reassignment, promotion opportunity)

- BE PREPARED – READ THE FILE
- **RESIST PRESSURE**, BE POLITE, BE FULLY INVOLVED IN THE PROCESS
- BE PUNCTUAL, INFORM IF NOT ABLE TO ATTEND
- KEEP INFORMED ON CURRENT HR ISSUES (information notes on policy changes, etc.)
- REPORT ANY FLAW IN PROCEDURE OR SUBSTANTIVE IRREGULARITY to SA PRESIDENT OR SELECTION COORDINATORS ON SA
- RESPECT CONFIDENTIALITY
- BRING POTENTIAL CONFLICT TO ATTENTION of the PANEL

## SELECTION FILE HOW MUCH, HOW LITTLE

Delivered at least one week prior to first meeting (if possible)

### Contents:

- Matrix of all applicants – hard copy or electronic
- Copies of Applications/cover letters of those meeting minimum qualifications
- Availability of full copies and/or those requested
- Vacancy Notice
- Post Description
- List of Neutral Parties
- Geographical distribution form
- Assessment form with WHO competency models
- Add your check list

## THE FULL PANEL:

- **Verifies** VN corresponds to PD
- **Agrees** on Short List to be tested and/or interviewed
- **Determines** necessity of Test or other methods of testing technical knowledge - Test as screening tool only if stated on the VN
- **Participates** and **Agrees** on Test/Interview questions based on requirements of VN
- **Agrees** on weighing of test/interview % and whether test is used to screen only or to complement interview score
- **Agrees** on inclusion of others (observers)
- **Ensures** all candidates are interviewed in same manner

Second meeting may be required

## PREPARATION

- REVIEW THE FILE
- PAY PARTICULAR ATTENTION TO **INSIDE WHO CANDIDATES (HQ AND REGIONS FOR P AND HIGHER LEVEL)**
- GEOGRAPHICAL AND GENDER TO BE CONSIDERED **BUT NOT USED TO EXCLUDE**
- REVIEW MATRIX CAREFULLY AND SCREENING QUESTIONS, SOMETIMES MISTAKES ARE MADE

## TESTING OF TECHNICAL KNOWLEDGE

- Review test questions – ensure objectivity (Not WHO or incumbent specific)
- Agree on test method (e-testing, presentation at interview, technical questions with competency based questions)
- Agree on methods of scoring
- If possible correct tests, unless very technical an outside/independent person may be asked
- If large difference in scoring request review of scores
- Ensure scoring process is accurate; if in doubt ask
- Agree on number of candidates to be interviewed (i.e. first 3 or 4, depending on number of posts)
- Agree on cut off scores (i.e. 60 or above)

## FIRST MEETING

- The HR panel member provides orientation and briefing to panel on selection process – competency based interview, forms to be used, etc.
- The post holder determines what skills and competencies are to be evaluated. These have to reflect requirements of VN.
- Due consideration to be given to equivalency in self study and experience and languages (G to P)

## INTERVIEW

- Competency based interview to be used, normally technical knowledge tested in written tests and/or presentations
- Questions based on VN requirements
- Same questions must be asked of all candidates
- Follow up/probing questions may be asked
- Interview is fully participatory
- Keep notes – it does help to prove a point
- Keep alert; Make it fun
- **TURN OFF BLACKBERRY AND ANY OTHER APPARATUS**

## Assessment Form

### Competency/behaviour-based interview

- Agree on what competencies or technical skills will be assessed before interview process

### Sample question and probes:

- There is usually a repetitive pattern to each of the questions:

#### **Tell us about a time when:**

- How did you approach it?
- What were the steps you took?
- Why did you do it that way?
- What did you learn from the experience?
- How would you have done it differently?
- How have you used what you have learned since then?

## Competency-based Interview

- It is based on the idea that past behaviour/performance is the best predictor of future behaviour/performance
- Competencies are not a substitute for technical knowledge – these are usually tested in written tests and/or presentations
- Competencies are defined behavioural traits combined with technical knowledge and skills that will serve as indicators of success in specific jobs or positions

## BECOME A SKILLED INTERVIEWER

- Help the candidate feel relaxed
- Don't give too many clues. If you describe the necessary qualities and then you ask the candidate if he/she has them, you know what the answer will be.
- Don't always trust your first impression, don't make hasty judgments
- Probe for clarification if you are unsure
- Don't make selection decision on "gut" feeling alone
- Compare candidate with set requirements
- Don't depend on candidates self evaluation. Better to ask them for an example and decide for yourself

## Traditional vs Behavioural/Competency-based Interview (CBI)

- Traditional interview--we are used to selling ourselves-detailing our attributes/successes.
- CBI is intended to gauge possession of the competencies that relate directly to the post (**behavioural** as well as **technical**)
- It tends to focus on past situations and candidate's behaviour, not on a hypothetical situations
- Attention is focused on the outcome, what is learned from the experience

## Rights of Candidate

- To a fair process
- At least for GS posts to respond in English or French
- To be interviewed if she/he has minimum qualifications (especially if internal candidate)
- To a reasonable duration of process
- To timely information regarding status of application
- To receiving feed back on tests or interviews
- To challenge selection procedure

## ISSUES to CONSIDER

- Interviewing only one candidate – when?
- Language issue – when is it a determining factor
- Local recruitment policy for GS staff
- Geographical distribution
- Gender
- G to P opportunities

## Report

- HRO will write draft
- Read carefully before signing
- If language is unnecessarily harsh or does not express full agreement of panel, suggest amendments
- Include dissenting note if you disagree with decision of panel either within text of report OR as an annex.

## ISSUES TO CONSIDER cont

- Equivalency in self study and experience
- Two grade jump? Why not.
- Necessity of tests, when to test?
- If candidate has required education, should extra points be given for higher education?
- Should extra points be given for relevancy to post, if candidate has equivalent experience?

## Follow up

- Almost never done but Panel should be informed of final outcome
- All decisions taken regarding the selection such as cancellation of VN should be taken in consultation with panel

## Final Assessment Consider:

- Internal vs External
- Length of service
- Promotional opportunities
- Training options
- Priorities (abolition of post, reassignment, length of service)
- GS (internal only unless highly technical)
- P: policy of mobility from Regions
- Role of the performance evaluation as legitimate tool

**THANK YOU FOR YOUR GOOD WORK**

## CORE COMPETENCIES FOR ALL WHO STAFF

### PRODUCING RESULTS

- DEMONSTRATES A SYSTEMATIC AND EFFICIENT APPROACH TO WORK
- PRODUCES HIGH QUALITY RESULTS
- MONITORS OWN PROGRESS AGAINST OBJECTIVES
- ACTS WITHOUT BEING PROMPTED
- TAKES RESPONSIBILITY FOR OWN WORK
- SEES TASKS THROUGH TO COMPLETION

### COMMUNICATING IN A CREDIBLE AND EFFECTIVE WAY

- SPEAKS AND WRITES CLEARLY, ADAPTING COMMUNICATION STYLE AND CONTENT TO INTENDED AUDIENCE
- CONVEYS INFORMATION AND OPINIONS IN A STRUCTURED AND CREDIBLE WAY
- ENSURES MESSAGES HAVE BEEN HEARD AND UNDERSTOOD

### MOVING FORWARD IN A CHANGING ENVIRONMENT

- RECEPTIVE TO NEW IDEAS AND WORKING METHODS
- SUPPORTS CHANGE INITIATIVES
- RECOGNIZES OPPORTUNITIES FOR IMPROVEMENT AND PROPOSES WORKABLE SOLUTIONS
- ACTIVELY SEEKS TO APPLY NEW METHODS AND TECHNOLOGIES
- ADAPTS READILY AND EFFICIENTLY TO CHANGING PRIORITIES AND DEMANDS

### KNOWING AND MANAGING YOURSELF

- WORKS PRODUCTIVELY WHERE CLEAR INFORMATION NOT ALWAYS AVAILABLE
- REMAINS PRODUCTIVE UNDER PRESSURE
- STAYS POSITIVE IN THE FACE OF CHALLENGES
- USES CONSTRUCTIVE CRITICISM TO IMPROVE PERFORMANCE
- SHOWS WILLINGNESS TO LEARN FROM PREVIOUS EXPERIENCE
- SEEKS FEEDBACK TO IMPROVE SKILLS

### FOSTERING INTEGRATION AND TEAMWORK

- WORKS COLLABORATIVELY WITH TEAM MEMBERS TO ACHIEVE RESULTS
- ENCOURAGES CO OPERATION AND BUILDS RAPPORT
- SUPPORTS AND ACTS IN ACCORDANCE WITH TEAM DECISIONS
- ACCEPTS JOINT RESPONSIBILITY FOR TEAM'S SUCCESS AND SHORTCOMINGS
- IDENTIFIES CONFLICT EARLY AND SUPPORTS ACTION TO FACILITATE ITS RESOLUTION

**RESPECTING AND PROMOTING INDIVIDUAL AND CULTURAL DIFFERENCES**

- UNDERSTANDS AND RESPECTS CULTURAL AND GENDER DIFFERENCES
- RELATES AND WORKS WELL WITH PEOPLE OF DIFFERENT CULTURES, GENDER AND BACKGROUNDS
- EXAMINES OWN BEHAVIOUR/ ATTITUDE TO AVOID STEREOTYPICAL RESPONSES
- CONSIDER ISSUES FROM PERSPECTIVE OF OTHERS
- DRAWS ON DIVERSITY OF SKILLS, TO ACHIEVE MORE EFFECTIVE RESULTS

**SETTING AN EXAMPLE**

- UNDERSTANDS/BEHAVES ACCORDING TO WHO'S PROFESSIONAL, ETHICAL AND LEGAL FRAMEWORK
- DEMONSTRATES CONSISTENCY BETWEEN EXPRESSED PRINCIPLES AND BEHAVIOURS
- IS TRANSPARENT IN DEALING WITH OTHERS
- TAKES ACTION
- MAINTAINS CONFIDENTIALITY
- STANDS BY OWN DECISION AND TAKES RESPONSIBILITY

**Annex 10**

**REPORT OF THE  
AD HOC COMMITTEE ON ADMINISTRATIVE AND BUDGETARY QUESTIONS**

Chair	Svend Booth (FAO/WFP-UGSS)
Rapporteur	Peter Lillie (FAFICS)
President, FICSA	Edmond Mobio (WHO/HQ Geneva)
General Secretary, FICSA	Valérie de Kermel (IMO)
Members, FICSA Executive Committee	Carolina Bascones (PAHO/WHO Washington) Giovanni Muñoz (FAO-APS)
Accountant, FICSA	Robyn Thomas
Resource persons, FICSA	Shirley Clements Robert Weisell

**Participants**

CERN	Joel Lahaye
FAO-APS	Janice Albert David Macfarlane Christopher Pardy Edward Seidler
FAO/WFP-UGSS	Margarita Brattlof Margaret Eldon Mauro Pace Cinzia Romani Elena Rotondo
IAEA	Helga Danesi Michael Donoho Dean H. Neal Margaret Robertson
IARC	Asiedua Asante Lydia Voti
ILO/ITC	Stefano Barettini Marion Christophe Vittorio Coscia Claudio Fiore
IMO	Fabienne Fournigault Steven Haw Robert Russell
ITLOS	Pauline Guy

ITU	Maité Comas Barnés Caroline Debroye
OPCW	Afshaan Shafi Jocelyne Turner
PAHO/WHO Washington	Carolina Echevarria Vivian Huizenga
SCBD	Oliver Hillel
UNAIDS	Marie Breton Ivy Manuel Da Quinta
UNESCO	Guionmar Alonso Cano Marie-Thérèse Conilh de Beyssac Souad El Jamali Steve Hewitt
UNLB-LSU	Vincenzo De Leo
UNRWA/ASA Lebanon	Diab El-Tabari
UNWTO	Munir Rayes
UPU	Alassane Guiro
WFP-PSA (special status)	George Aelion
WHO/AFRO Brazzaville	Jules Bekombo Jean Tchicaya
WHO/EMRO Cairo	Heba El Khoudary Maha Metwally
WHO/EURO Copenhagen	David Barrett Lisa Copple Kees de Joncheere Robert Jensen Melodie Karlson Jennifer Madsen
WHO/HQ Geneva	Christopher Bailey Maria Dweggah Shook-Pui Lee-Martin Kenneth Wind-Andersen
WHO/SEARO New Delhi	K. Ratnakaran

WHO/WPRO Manila	Dan Luzentales
WIPO	Denis Croze Bénédicte Derieu Sarah Neyroud
WMO	Nanette Lomarda Federico Galati

### **Association with observer status**

FAFICS	Josiane Taillefer
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### **Federations with observer status**

AFSM-WHO/SEAR New Delhi	R. L. Rai
FUNSA India	Thrity Cawasji
FUNSA Myanmar	Colleen Cho Cho Nyunt Nyunt Thane

### **Introduction**

1. The Ad hoc Committee held its first meeting on 3 February 2009 under the chairmanship of Mr. Svend Booth (FAO/WFP-UGSS). Subsequent meetings were held on 4, 5 and 6 February 2009.

### **Adoption of the agenda (Agenda item 1)**

2. The provisional agenda was adopted as below:

1. Approval of the provisional agenda
2. Appointment of a rapporteur
3. General comments on the A&B meeting
4. FICSA Audited Accounts for 2007 (FICSA/C/62/A&B/1 and Add.1)
5. Statement of contributions of member associations/unions, associate members, consultative and observer bodies based on information received up to 31 December 2008 (FICSA/C/62/A&B/5) and update (FICSA/C/62/A&B/CRP.3)
6. Budget performance report for 2008 (FICSA/C/62/A&B/2)
7. Reports on the status of the Termination Indemnity Fund, Legal Defence Fund and Staff Development Fund (FICSA/C/62/A&B/3)
8. Draft budget for 2008 (FICSA/C/62/A&B/4)
9. Proposed scale of contributions for 2009 (FICSA/C/62/A&B/6)
10. Review of the FICSA Financial Rules (FICSA/C/62/A&B/CRP.2)
11. General accounting and banking matters
12. Administrative matters

## 13. Other business

**Appointment of a rapporteur (Agenda item 2)**

3. Mr. Peter Lillie (FAFICS) was appointed Rapporteur.

**General comments on the A&B meeting (Agenda item 3)**

4. The Chairman bade the new accountant, Ms. Robyn Thomas, welcome and looked forward to working with her on the budget and related documents. Despite the complexity of the issues before the Committee, the Chairman looked forward to a fruitful meeting in the light of the constructive atmosphere prevailing at the current session. He was confident that the meetings of the Committee would follow suit. He cautioned against 'politicising' the budget.

**FICSA audited accounts for 2007 (Agenda item 4)**

5. In the absence of the Treasurer, the General Secretary introduced the audited accounts (FICSA/C/62/A&B/1 and Add/1). A question was raised about two items under other income: receipts, other; and difference on exchange rates. It was explained that the other receipts referred to the Termination Indemnity Fund provisions made with respect to the FICSA Research/Liaison Officer post in New York and that the loss in terms of the exchange rate was not an estimation, but reflected the actual situation over the year that had seen a collapse of the dollar. It was requested that in future audited accounts appropriate notes on such items should be included.

6. The Committee noted and approved the audited accounts. Thanks were expressed to the auditor, Mr. Ettore Denti, who continued to give his stalwart services free of charge, as well as to the former accountant, Mr. Brian Turner, who had served the Federation well.

**Statement of contributions of member associations/unions, associate members, consultative and observer bodies (Agenda item 5)**

7. The General Secretary introduced the statement (FICSA/C/62/A&B/5) which reflected the financial contributions as at 31 December 2008. She reported that of the members effecting payments in CHF, one member, IOM, had not paid its contribution for 2008. Despite the fact that IOM had reiterated its desire to remain a full member, it was the second year in arrears. Although it was suggested that IOM perhaps did not meet the criteria for full membership owing to the high degree of staff rotation, the Committee was of the opinion that the association be given a second chance. The General Secretary should follow up on the matter.

8. As in the previous year, the Committee recalled that after three full years of non-payment, the association/union/federation concerned should be declared delinquent with the attendant loss of rights and privileges. That ruling, however, did not apply to staff associations/unions that had negotiated and respected deferred payment plans with the Federation.

**The Committee recommended that the General Secretary be entrusted with the task of following up on the contribution payments of the IOM Staff Association and, if necessary, elaborate a deferred payment plan.**

9. WHO/AFRO Brazzaville announced that it had since paid the balance outstanding at the end of the previous year.

10. The Committee took note of the statement of contributions as at 31 December 2008 and thanked those associations/unions that had paid their annual contributions on time.

#### **Budget performance report for 2008 (Agenda item 6)**

11. The Chair introduced the report (document FICSA/C/62/A&B/2) and asked for comments.

12. One member of the Committee drew attention to the final sentence in the second paragraph on page 2 that spoke of the (drastic) fall (in the dollar exchange rate) having also led to significant exchange losses, particularly on the Federation's bank deposits in US dollars. The question was asked whether in fact the loss was possibly due to the performance of the Federation's investments. It was explained that interest rates were paid monthly and in the past year had varied widely from month to month.

13. Attention was also drawn to the GS salary survey methodology workshops organized by FICSA that generated considerable revenue. It was suggested that in future budgets, the amount for workshops be taken out of the budget. As suggested at the previous Council, an annex could be prepared showing the income and expenditure of those training courses, together with the outlay of resources and contributions in kind from other associations/unions.

14. One member of the Committee asked whether the Federation had actually budgeted for a loss of \$US 26,500 on exchange rates, although the estimated actual loss was of the order of \$US 8,000. The true extent of the loss, however, would only be known once the books had been closed.

15. It was suggested that the wording on page 8 relating to the consultancy fee for the accountant created the impression that he had been paid to relocate to Tenerife.

16. In response to a question on the costs shown on page 10 under budget line 4.5 for New York office rental and insurance, it was explained that FICSA still maintained an office in New York to accommodate the part-time secretary and the Federation's extensive files.

17. In response to a question on payments made in 2008 or to be budgeted in 2009 relating to the Information Officer's request for compensation submitted to the Committee the previous year, it was explained that the Executive Committee had taken no further action and had paid no money to the Information Officer since that time.

18. A protracted discussion ensued on the liabilities in the current year presented in the balance sheet of page 12 of the document. It was explained that the sum of CHF 496,017 related to monies being held for the reimbursement to UNDP of the salary paid to the Research/Liaison Officer, Ms. Anne-Marie Pinou. The Federation had never been billed by UNDP. Moreover, it was not known over how long a period a valid claim for reimbursement could be made. In the course of the debate, members spoke of the moral obligation to pay, while others spoke in favour of sitting things out. It was ultimately decided to seek legal counsel.

**With regard to the current liabilities of CHF 496,017, the Committee recommended that the Executive Committee consult the FICSA Legal Advisor on the financial obligations, if any, in**

**the memorandum of understanding with UNDP, whereafter it should inform the membership on the level of reserve required.**

19. The Committee took note of the budget performance report for 2008. It expressed its sincere thanks to the Treasurer and Accountant.

**Report on the status of the Termination Indemnity Fund, Legal Defence Fund and Staff Development Fund (Agenda item 7)**

20. The Chair introduced the reports on the status of the Termination Indemnity Fund, Legal Defence Fund and Staff Development Fund (FICSA/C/62/A&B/3).

21. Within the context of the Termination Fund, the Chair reminded the Committee of the fact that agencies and organizations were considering the implementation of public accounting standards which included after-service health insurance as a liability: something that had been discussed at the previous Council. The Committee reiterated its recommendation that the Treasurer explore the issue further, establish whether UNOG would provide after-service health insurance for FICSA staff and present an analysis to the following session of the Council.

**The Committee recommended that the Treasurer determine whether a liability existed for the after-service health insurance of FICSA staff, determine the level of that liability, if any, and propose to the next session of Council a plan for funding it.**

22. In the discussion of the report on the status of the two other funds, the Committee noted that neither the Legal Defence Fund nor the Staff Development Fund needed replenishing. It also suggested that it would be more appropriate to show the quarterly retainer paid to the FICSA Legal Advisor as a regular expense under the costs of running the office and include it in Chapter 4 (FICSA Administration) of the budget.

23. The Committee took note of the reports.

**Draft budget for 2009 (Agenda item 8)**

24. The Chairman introduced the draft budget for 2008 as contained in document FICSA/C/62/A&B/4. At the outset of the discussion, disappointment was expressed over the failure of the Executive Committee to address the issue of programme budgeting and the possible introduction of biennial budgets: something that would permit medium-term planning and facilitate the consideration of the work programme of the Federation and the related expenditures. Moreover, a strong plea was made for maintaining a cost-neutral budget.

25. In addition to the budget proposed in the document before the Committee (version A), two alternative draft budgets were presented for consideration: the one excluding the international recruitment of the post of Research/Liaison Officer at the level P-3 in New York (version B) and the other including the post of Research/Liaison Officer with corresponding reductions in costs of travel to New York. After a protracted discussion on the need for the post in New York and strictly in view of the financial constraints on a number of member associations/unions (as distinct from structural considerations), the Committee agreed to consider version B.

26. Under the circumstances, the Committee recommended that FICSA establish an analytical working group that would set priorities for the Federation, assess the importance of maintaining a 'presence' in New York and design a strategy and structure together with the associated operations and business plans for FICSA. It would also take up the issue of programme budgeting and the possible introduction of biennial budgets, as well as fee structures. It was suggested that the members might organize audio-video conferences. If, however, the analytical group were to succeed, adequate funding would have to be assured either against an appropriate budget line or through direct contributions in kind or any other feasible form by participating member associations/unions.

27. In the ultimate analysis, the Committee was unable to allocate funds against a budget line in the current draft budget.

**The Committee recommended that FICSA Executive Committee establish an analytical group that would: set priorities for the Federation; assess the importance of maintaining a 'presence' in New York; design a strategy and structure together with the associated operations and business plans for the Federation; and take up the issue of programme budgeting and biennial budgets, as well as fee structures.**

28. The Committee decided to go through the draft budget chapter by chapter.

*Chapter 1*

29. Discussion focused on the minimal allocation of funds to public relations and information. It was felt that rather than merely maintaining the website in its current form, a new approach to reaching the rank and file members through a broad range of media was called for. An increase of the allocation to US\$ 10,000 would not only reconfirm the importance of public relations and information, but it would also give 'arms and legs' to the new proactive approach.

30. The Committee proposed changes against the following budget lines:

Budget line 1.9 An increase of CHF 10,940 (US\$ 9,162) to cover the cost of an expanded public relations and information programme.

Budget line 1.10 A decrease of CHF 3,378 (US\$ 2,828) in respect of travel to Paris to attend the award ceremony for the René Maheu Prize

*Chapter 2*

31. A discussion ensued on the advisability of retaining the Federation's affiliation with PSI. It was generally agreed that membership should not be renewed.

32. The Committee proposed changes against the following budget lines:

Budget line 2.3 A decrease of CHF 18,000 (US\$ 15,075) following withdrawal from PSI

*Chapter 3*

33. It was recognised that the FICSA workshops generated income well in excess of the costs needed to organise them. That notwithstanding, it was agreed that an appropriate buffer was needed to help 'kick-start' the planning and preparation of the workshops.

34. The Committee proposed changes against the following budget lines:

Budget line 3.2 The budget line was rephrased to read P Questions and ACPAQ

Budget line 3.4 An increase of CHF 16,345 to cover the cost of participating in ICSC activities relating to GS salary survey methodologies and GS classification standards

Budget line 3.8 An increase of CHF 12,600 to cover the cost of a consultant analyst to prepare an on-line survey and the organization of a training workshop for staff representatives

*Chapter 4*

35. A prolonged debate was held on the advisability of paying the lease (CHF 33,313) and a G-4 salary (CHF 34,000) so as to maintain a 'presence' in New York in the absence of a Research/Liaison Officer stationed there. A variety of alternatives were suggested, including redirecting the salary costs to hire a consultant who could eventually be groomed to assume the post of Research/Liaison Officer. Other suggestions included the creation of a 'virtual office' or 'time-sharing' and storing all the files and archives digitally.

36. The Committee recommended that the lease for the FICSA office in New York not be renewed. If, however, alternative cost-neutral or significantly cheaper accommodation could be found, the cost savings should be used to hire a consultant to undertake research and liaison work. Should alternative accommodation not be found, the office would have to be cleared and the archives placed in storage.

**The Committee recommended that the lease for the FICSA office in New York not be renewed. At the same time, the Committee recommended that the Executive Committee in consultation with FICSA members that had representation in New York should search actively for cost-neutral office space in New York.**

37. In the course of the debate, Mr. Manuel Da Quinta, the head of the UNAIDS delegation, offered to explore the possibility of securing office accommodation for FICSA in his organization.

38. The Committee also focused on the replenishment of the Termination Indemnity Fund. After a long discussion, it was concluded that the interest earned on the funds already being held under the Termination Indemnity Fund would provide the funds needed to replenish the Fund in the current year. The Committee agreed that the funds earmarked for replenishment purposes be taken out of the budget. Furthermore, the Committee recommended that the Treasurer determine the level of Termination Fund required.

**The Committee recommended that the Treasurer, based on an assessment of the associated risks, determine the level of Termination Indemnity Fund required and present to the next session of Council a financial plan to reach and maintain that level.**

39. The Committee proposed changes against the following budget lines:

Budget line 4.9 A decrease of CHF 23,335 following the removal of the Termination Indemnity Replenishment from the draft budget

40. The proposed totals under the individual chapters were:

Chapter 1: CHF 101,817

Chapter 2: CHF 59,588

Chapter 3: CHF 87,917

Chapter 4: CHF 551,334

**Total CHF 800,626**

41. The final budget was:

**Final: CHF 800,626 (US\$ 670,541)**

42. The Committee adopted the draft budget in its revised form (Annex 11)

#### **Proposed scale of contributions for 2009 (Agenda item 9)**

43. The Committee approved the revised scale of contributions for 2009 (Annex 12) and the distribution of staff for the purposes of the 2009 contribution (Annex 13).

44. The FAFICS delegation expressed its inability to pay CHF 600 and requested that its dues be reduced to CHF 500.

#### **Review of the FICSA Financial Rules (Agenda item 10)**

45. The Committee concurred with the proposal put forward in document FICSA/C/62/A&B/CRP.2 that in the Financial Rules of the Federation the Articles be listed as Rules.

46. The Committee was also informed that with immediate effect the reserve funds of the Federation were being held in interest-bearing negotiable instruments deposited with AMFIE in Luxembourg. Rule 12 would be amended accordingly.

47. The Committee accepted a proposal put forward by the General Secretary that a final sentence be added to Rule 1 reading '*Member and Associate associations/unions in arrears shall not be granted any of the rebates granted on the timely payment of dues*'.

**General accounting and banking matters (Agenda item 11)**

48. The item was not discussed.

**Administrative matters (Agenda item 12)**

49. The Committee expressed its sincere thanks to the FICSA Secretariat and all those associated with the preparation of the budget.

**Other business (Agenda item 13)**

50. No issue was discussed under the agenda item.

**Annex 11**  
**BUDGET FOR THE YEAR 2009**

RoE used: 1.194

**Expenditures by Line**

**1 Chapter One, External Activities and PR&I**

1.01 UN General Assembly  
 1.02 Consult with UNJSPB  
 1.03 HLCM machinery  
 1.04 HR Network  
 1.05 CEB  
 1.06 CSAIO  
 1.07 ICSC  
 1.08 Security  
 1.09 Public Relations & Information  
 1.10 Contingency Travel

**Expenditures, Chapter One**

Swiss Francs		\$
<i>Budget 2008</i>	<i>Est. Actual 2008</i>	<b>Proposed Budget 2009</b>
7,566	5,820	8,250
2,451	-	2,310
3,023	3,594	3,242
5,884	5,170	10,096
777	-	1,270
799	631	1,546
26,499	40,900	38,789
4,178	928	6,374
10,000	19,069	11,940
15,000	4,528	18,000
<b>76,177</b>	<b>80,640</b>	<b>101,817</b>
		<b>85,274</b>

**2 Chapter Two, Annual Programmes**

2.1 FICSA Council/Excom  
 2.2 Regional Travel  
 2.3 External Affiliation (PSI)

**Expenditures, Chapter Two**

56,663	49,238	51,188	42,871
8,960	3,599	8,370	7,010
9,500	9,500		
<b>75,123</b>	<b>62,337</b>	<b>59,558</b>	<b>49,881</b>

**3 Chapter Three, Spec. Progs. & St. Comm. Support**

3.01 GS Non-HQ Workshops  
 3.02 P Questions & ACPAQ  
 3.03 Field Questions/Training  
 3.04 GS Methodology & ICSC  
 3.05 SocSec St.Committees  
 3.06 Legal St. Committees  
 3.07 Legal Defence Fund  
 3.08 Staff Management Relations  
 3.09 HRM Committee  
 3.10 FUNSA Participation in Council

**Expenditures, Chapter Three**

38,802	30,000	25,126
5,000	5,342	3,815
22,400	21,097	30,000
36,877		
5,600	18,200	15,243
2,240	2,320	1,943
962	3,582	3,000
<b>35,240</b>	<b>103,081</b>	<b>87,917</b>
		<b>73,632</b>

**4 Chapter 4, FICSA Administration**

4.01 Salaries & Comm. Staff Costs  
 4.02 Communications  
 4.03 Supplies, Materials & Maintenance  
 4.04 Geneva Office Rent  
 4.05 New York Office Rent/Insurance  
 4.06 Computer and Electronic Equipment  
 4.07 Bank Charges  
 4.08 Contingencies  
 4.09 Staff Development  
 4.10 Term.Indemnity Replenishment  
 4.11 Legal Retainer & Consultation

**Expenditures, Chapter Four**

494,963	459,416	487,692	408,452
4,500	5,917	6,213	5,203
2,500	2,457	2,580	2,161
6,500	6,500	6,500	5,444
31,248	28,877	33,313	27,900
1,800	1,538	1,800	1,508
1,000	904	1,100	921
11,136		1,000	838
<b>542,511</b>	<b>505,609</b>	<b>551,334</b>	<b>461,753</b>
<b>729,051</b>	<b>751,667</b>	<b>800,626</b>	<b>670,541</b>

## Annex 12

**DISTRIBUTION OF STAFF FOR THE PURPOSES OF THE 2009 CONTRIBUTIONS**

## Annex 13

## METHODOLOGY FOR CALCULATING THE SCALE OF CONTRIBUTIONS FOR 2009

Determining the value of one unit for the total budget	CHF	RoE used: 1.194	US\$
Total amount to be covered by contributions	800626		670541
Contributions by Consultative Members: 18 x CHF 600	9600		8040
Contributions by Observer Members (FUNSAs): 26 x US\$ 100 x 1.194	2912		2439
UNESCO and WMO income	46026		38548
Total amount to be covered by Full and Associate Members	742088		621514
Total number of units	82.079		
Value of one unit	9041.14		7572.14

Band	Weighted number of staff	Units	CHF		US\$	
			Member	Associate	Member	Associate
1	1100 plus	11	99453	8951	83294	7496
2	1000 - 1099.9	10	90411	8137	75721	6815
3	900 - 999.9	9	81370	7323	68149	6133
4	800 - 899.9	8	72329	6510	60577	5452
5	700 - 799.9	7	63288	5696	53005	4770
6	600 - 699.9	6	54247	4882	45433	4089
7	500 - 599.9	5	45206	4069	37861	3407
8	400 - 499.9	4	36165	3255	30289	2726
9	300 - 399.9	3	27123	2441	22716	2044
10	200 - 299.9	2	18082	1627	15144	1363
11	150 - 199.9	1.5	13562	1221	11358	1022
12	100 - 149.9	1	9041	814	7572	681
13	60 - 99.9	0.6	5425	488	4543	409
14	40 - 59.9	0.4	3616	325	3029	273
15	<40	WN / 100				

## Annex 14

## SCALE OF CONTRIBUTIONS FOR 2009

<b>Member / Associate</b>	<b>W'ed Staff</b>	<b>Units</b>	<b>CHF</b>	<b>US\$</b>	<b>CHF</b>	<b>US\$</b>
CERN	1851	0.99	8,951	7,496	8,136	7,264
CTBTO	205.5	0.18	1,627	1,363	1,479	1,321
FAO-APS	1243.9	11	99,453	83,294	82,184	73,379
FAO/WFP-UGSS	682.5	6	54,247	45,433	49,310	44,027
ECB	1216	0.99	8,951	7,496	8,136	7,264
ESO	333.6	0.27	2,441	2,044	2,219	1,981
IAEA	1609.2	11	99,453	83,294	90,402	80,716
IARC	110	1	9,041	7,572	8,218	7,338
ICCO	16.5	0.01485	134	112	100	89
ICO	20.5	0.01845	167	140	144	129
IFAD	386.3	3	27,123	22,716	24,655	22,013
ILO/ITC	129	1	9,041	7,572	8,218	7,338
IMO	218.5	2	18,082	15,144	16,437	14,676
IOM	126.5	1	9,041	7,572	16,437	14,676
IOC	29.5	0.02655	240	201	255	228
Bioversity (formerly IPGRI)	59	0.036	325	273	296	264
ITLOS	25	0.25	2,260	1,893	1,890	1,688
ITU	575.4	5	45,206	37,861	41,092	36,689
OPCW	391.5	0.27	2,441	2,044	2,959	2,642
PAHO/WHO	569	5	45,206	37,861	41,092	36,689
SCBD	56.5	0.4	3,616	3,029	3,287	2,935
UNAIDS	359.9	3	27,123	22,716	16,437	14,676
UNESCO	1002.11	5	34,026	28,497	41,092	36,689
UNLB	86.5	0.6	5,425	4,543	4,931	4,403
UNRWA/ISA	138.59	1	9,041	7,572	8,218	7,338
UNRWA/ASA	29.98	0.2998	2,711	2,270	2,383	2,128
UNRWA/ASU W.Bank	59	0.4	3,616	3,029	3,287	2,935
UNWTO/OMT	71.5	0.6	5,425	4,543	4,931	4,403
UPU	133	1	9,041	7,572	8,218	7,338
WHO/AFRO	305.11	3	27,123	22,716	16,437	14,676
WHO/EMRO	116.41	1	9,041	7,572	8,218	7,338
WHO/EURO	291.6	2	18,082	15,144	16,437	14,676
WHO/HQ	1336.5	11	99,453	83,294	90,402	80,716
WHO/SEARO	126.66	1	9,041	7,572	4,931	4,403
WHO/WPRO	124.3	1	9,041	7,572	8,218	7,338
WIPO	691.8	6	54,247	45,433	49,310	44,027
WMO	216.8	2	12,000	10,050	16,437	14,676
<b>Special Status Members</b>						
PSA-WFP	Jan.-Apr.2009	1248.8	0.7333	6,630	9,638	8,072
<b>Totals</b>		<b>16193.46</b>	<b>82.0790</b>	<b>788,114</b>	<b>669,425</b>	<b>706,833</b>

**Annex 15****LIST OF PARTICIPANTS**

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**Annex 16****LIST OF DOCUMENTS AND CONFERENCE ROOM PAPERS  
FOR THE 62<sup>nd</sup> FICSA COUNCIL****DOCUMENTS**

FICSA/C/62/	Title
1	Provisional agenda for the 62 <sup>nd</sup> FICSA Council
2	Nomination form and terms of reference for the officers of FICSA (Executive Committee and Regional Representatives)
3	Credentials for the 62 <sup>nd</sup> FICSA Council
E/F 4	Statutes, Rules of Procedure of the Council and Financial Rules
5	Report of the Executive Committee to the 61 <sup>st</sup> session of the FICSA Council
6	FICSA-CCISUA - Future options for consideration

FICSA/C/62/CRP.	Title
1	Questions relating to membership status in FICSA - Request by the Professional Staff Association of WFP for an extension of special status membership
2	Proposal on new dates for the FICSA Council
3	Overview of successes and failures of FICSA members at the local level during 2008
4	Partnership Agreement between UN Cares and FICSA
5	Memorandum of Understanding – UN Plus and FICSA
6	FICSA Research/Liaison Officer Post (P-3) – Post descriptions of 1995 and 1999

**INFORMATION DOCUMENTS**

FICSA/C/62/INFO.	Title
1	Information for delegates
2/Corr.1	Candidates for election to the Executive Committee and Regional Representatives

FICSA/C/62/INFO/CRP.	Title
1/Rev.1	Schedule of meetings
2	Provisional list of participants
3	Provisional list of documents and conference room papers for the 62 <sup>nd</sup> FICSA Council

**AD HOC COMMITTEE ON ADMINISTRATIVE AND BUDGETARY QUESTIONS**

FICSA/C/62/A&B	Title
1	<b>Audited Accounts (as at the close of accounts 31 December 2007)</b> Statement of assets, liabilities, income and expenditure
2	Budget performance report for 2008
3	Reports on the status of the termination indemnity fund, legal defence fund and staff development fund
4	Draft budget for 2009
5	Statement of contributions of member associations/unions, associate members, consultative and observer bodies based on information received up to 31 December 2008
6	Proposed scale of contributions for 2009

FICSA/C/62/A&B/CRP.	Title
1	Provisional agenda
2	Review of the Financial Rules
3	Update on statement of contributions of observer bodies based on information received up to 3 February 2009

**STANDING COMMITTEE ON CONDITIONS OF SERVICE IN THE FIELD**

FICSA/C/62/FIELD	Title
1	National Professional Officers (NPOs)

FICSA/C/62/FIELD/CRP.	Title
1	Provisional agenda
2	<i>No document</i>
3	Operational Working Group report on the strengthening of the United Nations Security Management System (UNSMS)

**STANDING COMMITTEE ON GENERAL SERVICE QUESTIONS**

FICSA/C/62/GSQ/CRP.	Title
1	Provisional agenda

**STANDING COMMITTEE ON HUMAN RESOURCES MANAGEMENT**

FICSA/C/62/HRM/CRP.	Title
1	Provisional agenda
2	Policy statement on employment of persons with disabilities in the United Nations workplace – Document CEB/2008/HLCM/HR/20
3	UN General Assembly resolution 63/250 – Human resources management - Considerations for the UN system
(see also FICSA/C/62/LEGAL/CRP.3) 4	Definition of whistle-blowing

5	Facilitating career transitions: From the GS to the P category
6	From mandatory mobility to UNEP's rotation programme: feedback on the SCBD mobility campaign

### STANDING COMMITTEE ON LEGAL QUESTIONS

FICSA/C/62/LEGAL/CRP.	Title
1	Provisional agenda
2	Ethics in the UN system
(see also FICSA/C/62/HRM/CRP.4)	Definition of whistle-blowing
4	Questions relating to FICSA membership categories
5	Review of the FICSA Statutes and Rules of Procedure
6	UNAIDS Secretariat Staff Association (USSA) membership

### STANDING COMMITTEE ON PROFESSIONAL SALARIES AND ALLOWANCES

FICSA/C/62/PSA/	Title
1	Summary of the proposals adopted by the ICSC Working Group on the review of the education grant methodology

FICSA/C/62/PSA/CRP.	Title
1	Provisional agenda
2	Children's and secondary dependants' allowances: Review of the new scale resulting from the revised methodology
3	ICSC PowerPoint presentation on the post adjustment system
4	Declining Professional staff salaries in Europe – Document CEB/2008/HLCM/23
5	Explanatory note of the post adjustment system

### STANDING COMMITTEE ON STAFF/MANAGEMENT RELATIONS

FICSA/C/62/SMR/	Title
1	Model of recognition agreement
2	Standards of conduct

FICSA/C/62/SMR/CRP.	Title
1	Provisional agenda
2	UN global staff satisfaction survey
3	Training at the ITC/ILO
4	Agreement on cooperation – UNAIDS Staff Association and UNAIDS Administration
5	Case study for the 62 <sup>nd</sup> FICSA Council – Staff/Management Relations
6	Workshop for staff representatives

7 Rev.1	Staff representative job description and profile Staff representative profile
8	Global staff satisfaction survey - Time table

**STANDING COMMITTEE ON SOCIAL SECURITY/  
OCCUPATIONAL HEALTH AND SAFETY**

FICSA/C/62/SOCSEC/CRP.	Title
1	Provisional agenda
2/Rev.1	UN divorced spouses – Modifications to survivor's benefits provisions – Latest developments

## Annex 17

### **PRESENTATION GIVEN BY THE GOVERNMENT ACCOUNTABILITY PROJECT (GAP)**

In the presentation given by Ms. Shelley Walden and Mr. Dave Zielinski on behalf of the Government Accountability Project, the focus lay on: (i) promoting accountability, witness protection and justice at intergovernmental organizations; and (ii) alternative dispute resolution processes.

In an environment that implicitly condoned reprisals for reporting violations of the code of conduct, it was essential to adopt a whistle-blower protection policy to protect those individuals who exercised their right to freedom of expression by reporting misconduct. As found in the course of the independent enquiry into the UN Oil-for-Food programme headed by Paul Volcker (IIC), it was essential to provide: **tone at the top** in the form of unequivocal support for strong independent oversight; **transparency** in the form of regular reports to staff, Member States and public alike; **harmonisation** through an independent audit board responsible for all audits and investigations throughout the system; and establishment of an **ethics office**.

The General Assembly had urged the Secretary-General to develop a system-wide code of ethics and an ethics office as an independent, impartial investigative body. Experience had shown, however, that the UN Ethics Office had suffered fragmentation and the original relatively simple whistle-blower process had become convoluted at the agency level. The agencies and programmes had been effectively exempted from the jurisdiction of the Ethics Office.

The lessons learned were that an ethics office should be free of conflicts of interest, independent and enabled to enforce consistent policies.

Similarly, the internal justice system in the United Nations ‘failed to meet many basic standards of due process established in international human rights instruments’ (quote from Redesign Panel). It also lacked independence; it was under-resourced and ineffective. Moreover, the new tribunal statutes were drafted without consultation and denied non-staff personnel the right to appeal. It curtailed the jurisdiction of the system, denied staff associations the right to bring action and reverted to the volunteer representation of staff. That had happened, even though the Redesign Panel had recommended an efficient, independent and well-resourced internal justice system, professionalised counsel for staff, independent and binding decisions, and class actions by staff associations.

The solution lay in harmonisation: creating **one** ethics office, whistle-blower policy and investigative body for **all** funds, programmes and relevant agencies. All IIC oversight recommendations should be implemented. The new justice system had to be consistent with the Universal Declaration of Human Rights and the Redesign Panel recommendations, and alternative dispute resolution processes should be introduced.

A non-judicial process by which a neutral third party facilitates settlement of a dispute between two or more parties, alternative dispute resolution took on two primary forms: mediation and arbitration. Mediation was any process for resolving disputes in which another person helped the parties negotiate a settlement. Arbitration was the hearing and settlement of a dispute between opposing parties by a third party whose decision in the matter the contestants had agreed to accept.

Given that the basic instinct of management was to support managers, staff should draft resolutions and press for alternative dispute resolution processes. A compounding problem, however, was the independence of specialised agencies whose heads did not feel themselves bound to common system processes.

Staff associations should argue along the lines of ‘One UN’. They should press for such instruments as an Office of Staff Legal Assistance and the adoption of best practices for whistle-blower policies or a whistle-blower’s bill of rights.

Staff associations should use the Universal Declaration of Human Rights (Articles 2, 6, 7, 8 and 10) to insist on extending the coverage of internal justice systems to all intergovernmental employees, including contractors, consultants, interns and volunteers. Management should not be allowed certain privileges such as the right to withhold relevant reports or disregard appeal deadlines and staff should have access to professional legal aid. Tribunals should be independent and impartial.