

Ad hoc SMC Meeting on Management Reform

6-8 February 2018

A. Overview of the Management Reform and its linkages with other reforms

It was agreed that

- i. Management would provide a roadmap on the implementation of the Secretary-General's Management Reform programme between now and the second resumed session of the General Assembly.
- ii. The Secretary-General would be requested to ensure that sufficient budget for training would be requested from Member States to support the implementation of the Management Reform programme.
- iii. The improvement of the Staff-Management Committee is a continuous matter.

B. Aligning authority with responsibility – Delegation of Authority and Accountability

It was agreed that :

- i. Staff Representatives will be invited to participate in the focus group on the proposed Accountability framework. The Secretary-General would be requested to ensure that in the implementation of Management Reform strong accountability measures will be put in place.
- ii. Management would consult with the Office of Legal Affairs (OLA) on whether further information could be provided about the outcome of dispute tribunal decisions in the Secretary-General's annual report on disciplinary measures.

C. Global Service Delivery Model (GSDM)

The following exceptional mitigating measures for staff employment in the context of GSDM implementation were agreed:

Objectives

- a) Maximize retention and minimize involuntary separations from service of international and local staff in the affected entities;
- b) Ensure a well-planned and coordinated transition and implementation phase that will provide necessary support to staff affected by GSDM;
- c) Ensure that the Centres are staffed with the proper capacity, skill sets to provide the necessary business continuity and quality of service to staff at large.

Detailed measures

Downsizing policy

- Expedite the consultative process and the Office of Legal Affairs' inputs to finalize the downsizing Administrative Instruction quickly, if possible before the second resumed session of the General Assembly;

Recruitment, lateral reassignment, transfer

- Freeze of external recruitment for General Service staff (at all levels) in administrative functions;
- Strengthen workforce planning to identify positions, which will become vacant in affected offices or within the UN Secretariat against which affected staff could be laterally reassigned within the duty station or, for internationally recruited staff, transferred across duty stations;
- Establish criteria for identifying positions performing transactional functions.
- Classify the positions in the new service centres as much in advance as possible;
- Give priority consideration to internal candidates¹ affected by the implementation of GSDM when applying to job openings (in line with ST/AI/2010/3 for entities affected by downsizing);
- Offer possibilities of temporary assignment (TDY) for affected staff (both General Service and Professional), where appropriate, up to 6 months in accordance with the UN staff regulations and rules;
- Subject to suitability and availability of positions, offer transfer to the new service centres to internationally-recruited affected staff;

¹ Internal staff are defined as staff on fixed-term, continuing or permanent appointment who have gone through the established procedures. Staff on fixed-term appointment limited to an office or department or on temporary appointments are not considered internal.

- Facilitate the employment as locally-recruited staff of affected staff in the General Service category who would be willing to relocate themselves to the country of the new service centres by removing the requirement to resign prior to applying to vacant positions in the service centres and allowing them to retain their prior appointment by processing their potential selection in the service centres as “a modify appointment” with clear provisions that the staff will relocate on their own initiative in line with the conditions of service applicable to locally-recruited staff (prerequisite: host country agreement allowing local employment of staff irrespective of their nationality and of the length of time they may have been in the country consistent with UN staff regulations and rules);

Training

- Allow for on-the-job training and coaching, and allocate time for staff to learn and become proficient with new functions, as necessary;
- Develop an accelerated training strategy and programme for new local staff members in shared service centre locations;
- Ensure that training is delivered by highly knowledgeable and experienced staff;

Career transition support: stress and career placement counselling

- Ensure that capacity is provided for the provision of counselling services (stress, career and placement) to support staff during the transition;

Separation / termination

- Offer an early separation package to affected staff with an enhanced termination indemnity in accordance with the UN staff regulations and rules;
- Allow for placement on special leave without pay (SLWOP) of negatively affected staff (in lieu of immediate separation/termination) for a period of up to two years to provide them with additional time for a potential lateral reassignment or selection against a vacant position;

In the context of the Human Resources Strategy proposal to the General Assembly:

- Elimination of the G-to-P requirement: proposal will be included in the SG report on Human resources management to be submitted to the General Assembly 73rd session.

It was also agreed that the Ad Hoc Working Group on GSDM would resume its work when the General Assembly had identified the locations of the shared service delivery centres.

D. Change Management

It was agreed that Management and Staff Representatives would work closely together on change management.

E. Outcome of the Staff Engagement Survey

It was agreed that Management would send the Staff Engagement Survey questions to the Staff Representatives and would analyse the results and follow-up appropriately.

F. Human Resources Reform

It was agreed that :

- i. The Staff Representatives would identify focal points for a contact group through which Management would coordinate the consultation process on draft issuances.
- ii. Management would work with the Staff Federations in the HR Network to revisit various common system issues including R & R, the methodologies for post adjustment and local salary surveys and resulting tertiary salary scales.

G. Other Areas of Management Reform (Budget, Information and Communication Technology)

It was agreed that Management will discuss with the CITO with a view to providing clarity on organizational structures in ICT globally and will revert at the next meeting of the SMC.

H. Gender Parity, Diversity and Inclusiveness

It was agreed that :

- i. Management would hold a video conference with the Staff Representatives to further explain the Gender Parity targets that have been set.
- ii. Management would discuss the outcome of the annual monitoring of these targets with the Staff Representatives.

- iii. Management would take into account the Staff Representatives' concerns on the overriding principle of merit, and examine linkages to other policies including downsizing, when drafting the issuance on Gender Parity which will then be circulated in the normal way for consultation, including with the Staff Representatives.

I. Culture, Performance Review and Leadership

It was agreed that :

- i. Management would work with the Staff Representatives to demonstrate to the General Assembly the value of giving preference to internal candidates.
- ii. The Working Group on Performance Management would be reconvened.

J. Sexual Harassment

It was agreed that the Working Group on the Prevention of Sexual Harassment would start work as soon as possible, beginning with its Co-Chairs drafting its Terms of Reference which will cover all forms of harassment.

K. Agreement on summary conclusions of the meeting regarding Management Reform

These agreements were adopted by the SMC on Friday 9 February 2018.