

HIGHLIGHTS

Human Resources Management

October 2008

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We must move faster.

Simplify. Deregulate.

*De-centralize. Break down
barriers and create more
mobility within the
Organization, so that
we can draw more fully
on the talents of our staff.*

~ ~ ~

**Secretary-General
Ban Ki-moon speaking
to UN senior officials.
Turin, Italy
29 August 2008**

HR Functions to be modernized with new Talent Management System *Galaxy to be replaced in 2009*

Attracting and retaining talented staff is a core challenge for human resources management. With the investment in developing and managing talent at all levels of the Organization being inadequate, it is also recognized that the current information and communication systems underpinning our management of human resources do not meet the stringent demands imposed by the global reach of today's United Nations.

The UN can no longer rely on complex and bureaucratic systems that have developed over the years. To meet the human resource needs in a coordinated and integrated manner, OHRM is in the process of instituting a new talent management system. This new system will not only replace the current recruitment system (*Galaxy*), but will tie together most functions of human resources management into one centralized tool for the global Secretariat.

The concept behind talent management is the process an organization goes through in meeting its anticipated human capital needs. To most it means "Getting the right people with the right skills into the right jobs at the right time". To do this the new system will integrate the following HR functions:

- Strategic Workforce Planning
- Staffing
- Performance Management
- Staff Development
- Policies and procedures

Pay and compensation issues are not included in the talent management system, since these matters are left to the International Civil Service Commission (ICSC) and the Assembly to deliberate.

OHRM believes that the operation of our talent management system, underpinned by effective human resource policies and actions, leads to improved quality of jobs as measured by increased job satisfaction and organizational commitment, together with reduced intention to leave.

Currently, OHRM has dedicated project design teams working on different aspects of the new system, which is intended to be implemented in phases starting in March 2009. Modernization of the human resources functions is one of the key priority areas of the Enterprise Resource Project (ERP). The new system will allow managers to have access to the broadest pools of talent and will enhance the career opportunities for staff. This is part of the Secretary-General's overall reform of human resources, which includes proposals to develop a more proactive, targeted and speedy recruitment system along with increased mobility throughout the global Secretariat.

List of HR documents and reports before the 63rd session of the General Assembly (partial)

Item 123: Human resources management

- Human resources management reform: Report of the Secretary-General on (A/63/282)
- Measures taken to address 7 systemic human resources issues raised in the context of the reform of the internal system of administration of justice: Report of the Secretary-General (A/63/132)
- Recruitment and staffing in the United Nations: Strategy going forward: Report of the Secretary-General (A/63/285)
- Reports of the Secretary-General on detailed proposals for streamlining United Nations contractual arrangements (A/63/298 and A/62/274)
- Amendments to the Staff Regulations: Report of the Secretary-General (A/63/189)
- Report of the Secretary-General on Mobility policies (A/63/208)
- Practice of the Secretary-General in disciplinary matters and cases of criminal behavior (A/63/202)
- Gratis personnel provided by Governments and other entities: Report of the Secretary-General (A/63/310 Add.1)
- Employment of retirees and retired former staff and extension of staff beyond the mandatory age of separation: Report of the Secretary-General (A/63/310 Add.2)
- Consultants and individual contractors : Report of the Secretary-General (A/63/310 Add.3)
- Measures to improve the balance in the geographical distribution of the staff of the OHCHR: Report of the Secretary-General (A/63/204)
- Report of the Secretary-General on the composition of the Secretariat (A/63/310)
- Report of the Secretary-General on the staffing of field missions, including the use of 300- and 100-series appointments (A/61/732)
- Report of the Secretary-General on the harmonization of conditions of service (A/61/861)

Preview: Human Resource and related issues before the General Assembly

Detailed proposals on recruitment and staffing, streamlining contractual arrangements and harmonization of conditions of service in the field are among some of the key elements of the Secretary-General's human resources reform that are before the sixty-third session of the General Assembly.

With his reform proposals the Secretary-General is attempting to address several concerns: eliminating the factors contributing to delays in recruitment; problems with staff retention in peace operations; differing conditions of service; the inability, under the current arrangements, to move staff from mission to mission, as operational requirements change; building a well-rounded, multi-skilled staff able to cope with diverse challenges; and the complexity of administering the current contractual framework.

As the upcoming session is a "human resources year", the Fifth Committee (Administrative and Budgetary) will consider in depth these issues under its agenda item on human resources management. Among the issues the Assembly will take up is the Secretary-General's report on his strategy going forward on recruitment and staffing (A/63/285), which elaborates on the use of pre-screened rosters.

One of the recurring issues that will also be taken up is the contractual status of United Nations staff. The Secretary-General updates (A/63/298) his detailed proposals (A/62/274) to streamline contractual arrangements under one set of rules.

The Assembly will also take up again at this session the Secretary-General's report on harmonization of conditions of service (A/61/861), which addresses the implementation and financial implications of three proposed reforms to staffing field missions and the report on the staffing of field missions, including the use of 300- and 100-series appointments (A/61/732).

The recommendations in these documents were initially included in his "Investing in People" report (A/61/255), which presented a comprehensive package of reform on human resources management, in which the Secretary-General addressed the issues requested by the GA at its fifty-ninth session and proposed new reforms in this area.

ICSC

Among the recommendations the International Civil Service Commission will make to the Assembly this session there are several proposals that affect the conditions of service of staff, including adjusting the level of the education grant, increasing the mobility and hardship allowances, as well as revising the children's and secondary dependant's allowances for the Professional and higher categories.

Pension

A report of the discussion and conclusions of the UN Joint Staff Pension Board meeting of July 2008 on the issues of mobility/portability of pension benefits of short term staff, and the impact of a weak US Dollar on pension benefits is expected to be presented to the Assembly.

Geneva commemoration ceremony: Canal Hotel bombing five years ago

On 1 September 2008, a commemoration ceremony was held at UNOG to honour the 22 former UN and other colleagues who perished five years ago in the bombing of the Canal Hotel. As well as families of those deceased, many survivors, a number of whom were injured and have spent many years recovering, attended the event at the invitation of the Secretary-General.

The commemoration ceremony, which took place at the Palais des Nations, was followed by a luncheon for the families and the survivors, and a security briefing by Sir David Veness, USG for Safety and Security. Following the events at the Palais, advisement sessions organized by OHRM were held at the Intercontinental Hotel, where everyone was housed for the occasion. The advisement sessions, both individual and group, were held to address concerns expressed by the participants with regard to a diverse range of issues, including the need for continuing counseling, help with insurance claims, recruitment requests, and medical problems.

Ms. Angela Kane, USG for Management, attended the advisement sessions and listened attentively to our colleagues, former colleagues and family members. The Secretary-General has asked Ms. Kane to continue to follow-up and to convene a Steering Committee to advise him as to how the UN can improve its response to victims of attacks such as this one and the attack in Algiers last December. OHRM colleagues are among those assisting Ms. Kane and the ASG for Human Resources Management Ms. Pollard in these efforts.

UN Nobel Peace Prize Memorial Fund

In 2003 the United Nations Nobel Peace Prize Memorial Fund was established as a living memorial to United Nations civilian personnel killed in the line of duty in the service of peace. The Fund provides a practical way of helping their families by making a grant to assist in the education of surviving children.

In existence for only a few months, the first to benefit from the Fund were families of our UN colleagues who perished in the bombing of the Canal Hotel in Baghdad five years ago.

The Fund benefits "United Nations civilian personnel" and includes all staff members of the United Nations, its funds and programmes, as well as UN Volunteers serving under the programme established under General Assembly resolution 2659 (XXV) of 7 December 1970 and individual contractors performing functions similar to those of staff members.

The entire proceeds of the Nobel Peace Prize awarded in 2001 to the United Nations and to the Secretary-General were contributed to the Fund. The Fund is administered by OHRM and anyone seeking more information should consult Secretary-General's bulletin [ST/SGB/2003/11](#) for application procedures.

OHRM Featured Course

Competency Based Selection and Interviewing Skills Workshop

This two day workshop, for staff members with interviewing responsibilities, will provide you with the tools for successfully assessing candidates during the interview process. It will be highly interactive and will include the opportunity to practice and receive video-taped feedback. During the workshop, participants will:

- explore global best practices in selection and interviewing
- review the role of competencies as a framework against which to assess candidates
- learn about different types of interviews and when each is most useful
- build key interviewing skills
- learn how to make fair, objective and valid selection decisions

Register now for one of the following dates:

6-7 October

8-9 October

11-12 November

13-14 November

To register, please e-mail Margot Pieters at pieters@un.org with the date of the session, Name, Index, Level, Extension, Room, Department/Unit, Title and Name of Supervisor

In brief

Departmental focal points play important role for the advancement of women.

Recently, the Secretary-General issued a new bulletin (ST/SGB/2008/12) to clarify and strengthen the functions of the departmental focal points for women in the Secretariat. Focal points play an important role in helping the Secretary-General achieve gender equality in the Organization. This SGB updates the previous bulletin to further define the role of focal points in the staff selection system and ensures that the gender perspective is taken into consideration. The bulletin also incorporates the promotion of work/life balance policies as one of their functions.

Focal points are appointed in each department, office, regional commission or mission and assist the heads of each area in achieving their goal for gender representation. Female staff representation is one of the major targets set out in their Human Resource Action Plan for each department and office.

More information on the network of departmental focal points can be found on the website of the Office of the Focal Point for Women in the United Nations

(<http://www.un.org/womenwatch/osagi/fpdepartamental.htm>)

Human Resources Action Plans now Online

Human Resources Action Plans (HRAPs), a biennial compact between Heads of Department/Office and the Assistant Secretary-General for Human Resources Management, are now available online. Current HRAPs can be found on iSeek, along with the departmental senior managers' Compacts and budgets ([QuickLinks](#) | [Accountability](#)).

HRAPs consist of standard objectives and measurable targets which individual departments and offices undertake to meet in line with the Organization's legislative mandates and key priorities in human resources management. These targets are grouped in nine human resources management areas: vacancy management, geographical distribution, female staff representation, staff mobility, performance appraisal, staff development, staff-management relations, employment of consultants, and employment of retirees.

Procedure change for US work permit requests

The procedures to be followed by staff members to seek authorization to work for holders of derivative G-4 visas have been changed. Requests must now be submitted through the UN (Room S-505, Staff Counsellor's office, now known as the Staff Well Being Section). Affected staff should consult information circular [ST/IC/2001/27/AMEND.1](#), (Visa status in the United States of America) for details.

SGBs/AIs/ICs

Recent Issuances

Secretary-General's Bulletins

[ST/SGB/2008/13](#) - Organization of the Office of Legal Affairs (OLA)

[ST/SGB/2008/12](#) - Departmental Focal Points for Women in the Secretariat

[ST/SGB/2008/11](#) - Joint Negotiation Committee for the Field

[ST/SGB/2008/10](#) - Amendment to Secretary-General's Bulletin

[ST/SGB/2008/9](#) - Organization of the Secretariat of the Economic Commission for Europe

[ST/SGB/2008/8](#) - Organization of the Office for Disarmament Affairs

Administrative Instructions

[ST/AI/2002/8/AMEND.1](#) Official Hospitality

[ST/AI/189/ADD.2/AMEND.2](#) Regulations for the Control and Limitation of Documentation - Addendum: Covers

[ST/AI/189/ADD.6/REV.5](#) Regulations for the Control and Limitation of Documentation

Information Circulars

[ST/IC/2001/27/AMEND.1](#) Visa Status in the United States of America

[ST/IC/2008/46](#) - Working hours during the Sixty-third Session of the General Assembly

[ST/IC/2008/45](#) - Revised Salary Scales for Staff in the General Service and Related Categories at Headquarters

[ST/IC/2008/44](#) - Rates of Daily Subsistence Allowance at New York, Geneva and Vienna

[ST/IC/2007/43](#) - Pensionable Remuneration for Staff in the Professional and Higher Categories and for Staff in the Field Service Category

[ST/IC/2008/42](#) - Post Adjustment Classification for New York

[ST/IC/2008/41](#) - Practice of the Secretary-General in Disciplinary Matters and Cases of Criminal Behaviour, 1 July 2007 - 30 June 2008

[ST/IC/2008/40](#) - Designation of Special Missions or Locations for Purposes of Occasional Recuperation Break

For copies of recent issuances go to QuickLinks on iSeek