

# United Nations Nations Unies

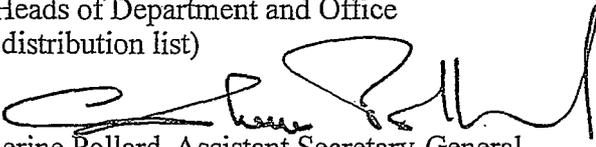
INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

09-0207

TO: All Heads of Department and Office  
A: (see distribution list)

DATE: 23 January 2009

FROM:   
Catherine Pollard, Assistant Secretary-General  
DE: for Human Resources Management

SUBJECT: **6th cycle Human Resources Action Plan (2009)**  
OBJET:

OCHA/NY		LR
JAN 23 2009		
Focal Point:	RP	by: 30 Jan 09
Info Copy to:	DCHA SMT Members.	
	MW, MN, CG, CE, FS	

1. In connection with the new human resources action planning cycle, please find enclosed the draft Human Resources Action Plan (HRAP) for your Department/ Office for the 6th cycle (2009) for your review and signature.

2. The plan contains Secretariat-wide targets deriving from the relevant mandates of the General Assembly and is part of your Compact with the Secretary-General. The General Assembly in its resolution 61/244 requested that the Secretary-General 'ensure, through the Management Performance Board, the monitoring of the implementation of human resources action plans.' The evaluation of departmental progress in meeting the HRAP targets will be made at the mid-cycle (mid 2009) and at the end of the cycle (early 2010). OHRM will provide your Department/ Office monthly with data on human resources management through the HRAP website.

3. While the 6<sup>th</sup> cycle HRAP maintains the same structure as the previous HRAP, the following amendments have been made:

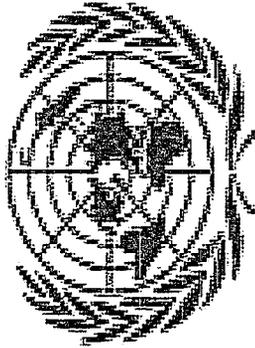
- In order to align the HRAPs with the Compacts, the duration of the 6<sup>th</sup> cycle HRAP is limited to one year;
- Two new indicators have been established measuring the placement of candidates who have passed competitive examinations in order to improve geographical distribution;
- One new indicator has been established measuring the percentage of selection decisions made prior to the retirement date of the incumbent;
- Two new indicators have been established measuring gender equality among experts;
- The Ethics workshop and the Integrity Awareness online Programme have been separated into two distinct indicators;
- The Leadership Development Programme and the Management Development Programme have been separated into two distinct indicators;
- The targets for the staff development indicators have been adjusted.

4. The baselines for the 6<sup>th</sup> cycle HRAP are not indicated, as the 5th cycle HRAPs are not yet closed. OHRM is in the process of reconciling the 5th cycle data in cooperation with your Department/ Office and will provide you with all baselines for the 6th cycle HRAP as soon as the 5th cycle HRAP is closed.

5. I would highly appreciate if you could promptly review, sign and return the 6th cycle plan to me for my countersignature. We expect a concomitant signature of the HRAPs by 31 January, so that the Compact and the HRAP can be published on iSeek at the same time.

6. OHRM is ready to work closely with your Department/ Office in implementing the goals contained in the new Human Resource Action Plan. Kindly contact my Office if you wish to discuss the details of your departmental plan.

Ms. Patricia O'Brien, OLA  
Mr. B. Lynn Pascoe, DPA  
Mr. Sergio de Queiroz Duarte, UNODA  
Mr. Alain Le Roy, DPKO  
Mr. John Holmes, OCHA  
Mr. Sha Zukang, DESA  
Ms. Susana Malcorra, DFS  
Mr. Shaaban Shaaban, DGACM  
Mr. Kiyotaka Akasaka, DPI  
Ms. Angela Kane, DM  
Mr. Cheick Sidi Diarra, OHRLLS & OSAA  
Mr. David Veness, DSS  
Ms. Inga-Britt Ahlenius, OIOS  
Ms. Radhika Coomaraswamy, CAAC  
Mr. Antonio Maria Costa, UNOV & UNODC  
Mr. Sergei Ordzhonikidze, UNOG  
Mr. Achim Steiner, UNEP  
Ms. Anna Tibajuka, UNON & UN-HABITAT  
Mr. Abdoulie Janneh, ECA  
Mr. Marek Belka, ECE  
Ms. Alicia Barcena, ECLAC  
Ms. Noeleen Heyzer, ESCAP  
Mr. Bader Al-Dafa, ESCWA  
Ms. Navanethem Pillay, OHCHR  
Dr. Supachai Panitchpakdi, UNCTAD  
Ms. Jane Holl Lute, PBSO  
Mr. Michael Smith, CTED



## Human Resources Planning: Sixth Cycle (2009)

### HUMAN RESOURCES ACTION PLAN

#### Office for the Coordination of Humanitarian Affairs

The Under-Secretary-General for Humanitarian Affairs, in line with the Senior Management Compacts with the Secretary-General, acknowledges the objectives stated in the Human Resources Action Plan of the Office for the Coordination of Humanitarian Affairs for the 6th cycle (2009). The Under-Secretary-General for Humanitarian Affairs undertakes to plan, monitor and implement these objectives.

Mr. John Holmes  
Under-Secretary-General for Humanitarian Affairs  
and Emergency Relief Coordinator

\_\_\_\_\_  
/signature/

\_\_\_\_\_  
/date/

The Assistant Secretary-General for Human Resources Management concurs with the Human Resources Action Plan of the Office for the Coordination of Humanitarian Affairs for the 6th cycle (2009). OHRM will support the Office for the Coordination of Humanitarian Affairs by providing relevant data and other necessary assistance.

Ms. Catherine Pollard  
Assistant Secretary-General for Human Resources  
Management

\_\_\_\_\_  
/signature/

\_\_\_\_\_  
/date/

**Sixth Cycle Human Resources Action Plan (2009)**  
**Office for the Coordination of Humanitarian Affairs**

**Management area I: Vacancy Management**

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
1	<b>Achieve and/or maintain vacancy rates as close as possible to 0%</b>	Vacancy rate for RB and XB posts 1.1. All posts 1.2. Posts in the professional and higher categories	Vacancy rates ≤ 5%
2	<b>Reduce selection time for vacant posts to an average of 120 days</b>	Average number of days between the date of the issuance of the vacancy announcements and the date of the selection decisions by the Head of the Department/Office in 2009. 2.1. All posts 2.2. Posts in the professional and higher categories	120 days
3	<b>Reduce the vacancy rate for posts vacant due to retirements</b>	3.1. Percentage of vacancy announcements published in Galaxy six months before the mandatory age of retirement date as compared to the number of expected retirements in the 6 <sup>th</sup> HRAP cycle 3.2. Percentage of selection decisions made prior to retirement date of incumbents as compared to the total number of expected retirements in the department/office in the 6 <sup>th</sup> cycle HRAP	100%

## Management area II: Geographical Distribution of Staff

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
4	<b>Attain equitable geographical distribution in the UN Secretariat and ensure as wide a geographical distribution of staff as possible in all main departments and offices of the Secretariat</b>	Recruitments of candidates from un- or under-represented Member States to geographical posts	≥ 20%
5	<b>Facilitate improvement of the geographical distribution of staff by enhancing the placement of candidates who have passed competitive examinations</b>	5.1. Percentage of RB P-2 posts encumbered by candidates who passed competitive examinations  5.2. Percentage of selections to P-3 posts (all budget types) of candidates who passed competitive examinations	5.1. 100%  5.2. ≥ 50%

## Management area III: Gender Equality

#	UN SECRETARIAT goals For 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
6	<b>Attain or maintain gender parity in the professional and higher categories</b>	6.1. Percentage of women with appointments one year or more in the following categories:  a. Professional categories b. Director categories c. Experts (L1-L7)	6.1. Maintenance of at least 50% female representation. A two percentage point improvement over the baseline for departments with female representation below 50%, given there is an opportunity for changes in representation percentage due to new selections (for each sub-indicator)

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
		6.2. Percentage of selections made in favor of women a. Professional categories b. Director categories c. Experts (L1-L7)  6.3. Establishment of gender focal points	6.2. 50% selections of women (for each sub-indicator)  6.3. Establishment of one gender focal point and one alternate focal point

### Management area IV: Staff Mobility

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
7	Achieve 20% overall annual mobility of staff in professional and higher categories in the Secretariat	Mobility index	20%

### Management area V: Staff Performance Appraisal System (PAS)

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
8	100% Performance Appraisal compliance	Performance Appraisal compliance rate in the completed 2008-2009 PAS cycle	100%

### Management area VI: Staff Development

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
9	<b>Upgraded substantive and technical skills</b>	Percentage of expenditure of allocations for upgrading of substantive and technical skills in 2009	100% utilization of the training funds allocated for the upgrading of substantive and technical skills
10	<b>Enhanced leadership and managerial capacity of the Secretariat and a results-oriented culture of performance in which all staff are empowered to contribute to their maximum potential.</b>	<p>Percentage of staff participating in the mandatory staff development and career support programmes in 2009</p> <p>10.1. Participation in the Ethics ½ day workshop</p> <p>10.2. Participation in the Integrity Awareness online Programme</p> <p>10.3. Participation in the Prevention of Workplace Harassment, Sexual Harassment, and Abuse of Authority Programme</p> <p>10.4. Participation in the Leadership Development Programme (LDP)</p> <p>10.5. Participation in the Management Development Programme (MDP)</p> <p>10.6. Participation in the Competency-based Selection and Interviewing Skills Programme</p>	<p>Participation of all eligible staff in the mandatory learning programmes:</p> <p>10.1. 80%</p> <p>10.2. 100%</p> <p>10.3. 100%</p> <p>10.4. 90%</p> <p>10.5. 75%</p> <p>10.6. 90%</p>

### Management area VII: Staff-Management Relations

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
11	<i>Improved communication with staff</i>	11.1. Number of meetings with staff representatives 11.2. Number of all-staff meetings	11.1. Eight 11.2. Four

**Management area VIII: Employment of Consultants**

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
12	<i>Improved geographical representation of consultants</i>	Member States representation ratio	Increased representation ratio as compared to the baseline
13	<i>Improved female representation of consultants</i>	Percentage of female consultants	Increased female representation of consultants over departmental baseline (up to 50%)

**Management area IX: Employment of Retirees**

#	UN SECRETARIAT goals for 6 <sup>th</sup> HRAP cycle	HRAP Performance Indicators	Targets
14	<i>Reduced number of retired staff in service</i>	Percentage of retired staff in service as compared to the total number of staff in the department	Equal to or less than the Secretariat average