

FICSA/C/74/SMR/CRP.1  
Provisional agenda item 11 (g)  
2 x 2.30 hours

Session 1: 8 December 2020 @ 12:30 Geneva Time (Teams)  
Session 2: 15 December 2020 @ 12:30 Geneva Time (Teams)

## STANDING COMMITTEE ON STAFF MANAGEMENT RELATIONS

### Provisional Agenda



Chair: Viera Seben



Vice-Chair: Tracy Tollmann

1. Adoption of the agenda
2. Election of the rapporteur
3. Report on the previous year's activities:
  - Results of the survey on arrangements for staff associations - *Viera Seben, Chair*
  - Cost sharing for release of FICSA officers - *FICSA EXCOM*
4. Follow up on staff/management relations issues – *Viera Seben, Chair*
5. Staff association's role in providing a bridge between staff and management to address the needs arising from Remote working arrangements - *Viera Seben, Chair*

### Session 2

6. Involvement, oversight and observation role of staff association/unions on the financial situation of the organizations – *Viera Seben, Chair & Tracy Tollmann, Vice-Chair*
7. Collaboration with management on addressing and putting in practice the whistle-blowing, bullying, abuse of authority and fear of retaliation policies (real world case) – *Tracy Tollmann, Vice-Chair*

8. Nomination of Standing Committee officers and core group members
9. AoB

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# FICSA COUNCIL

## Standing Committee Staff-Management Relations

74<sup>th</sup> SESSION  
VIRTUAL

### Agenda Item 3: Summary Sheet

FICSA /C/74/SMR/PA/3

<input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input type="checkbox"/> For Decision	
<b>Name of submitting member(s) &amp; organization (s)</b>	Viera Seben, ICAO
<b>Issue (title)</b>	<b>1) Results of the survey on arrangements for staff associations – Viera Seben</b> <b>2) Cost sharing for release of FICSA officers – Evelyn Kortum</b>
<b>Issue description</b> (including reach: global versus local)	<p>1)</p> <p><b>Results of the survey on arrangements for staff associations</b></p> <p>In follow up with FICSA decision from 72nd FICSA Council, the Survey untitled “FICSA Questionnaire on Arrangements for Staff Associations/Unions” was prepared and launched with aim to get a picture of the differences between associations and help those members that have less favourable conditions advocate for changes.</p> <p>Due to very small response (8 responders only), at 74th FICSA Council the Standing Committee recommended that the said survey be reissued with a new deadline and a message that strongly encouraged members from all organizations to respond.</p> <p>The results of survey will be presented to the participants.</p> <p>2)</p> <p><b>Cost sharing for release of FICSA officers (to serve in the positions of FICSA President and FICSA General Secretary)</b></p> <p>The objective of this proposal is to:</p> <ul style="list-style-type: none"> <li>- Identify a long-term sustainable solution which could allow the election of FICSA officials from the whole membership, i.e. irrespective of the size of the releasing organization;</li> <li>- Minimize the financial burden to be borne by the organizations that were currently covering the costs associated with releasing the Executive Committee officers;</li> <li>- Implementing the cost-sharing proposal would benefit FICSA and its membership as it would be easier for potential Executive Committee</li> </ul>

	<p>candidates to secure release from their respective organizations, thus leading to a larger number of candidates and greater competition among them.</p> <p>FICSA President and the Executive Committee dedicated a lot of resources to move this long-standing issue forward within UN Human Resources (HR) Network.</p> <p>It was noted that more lobbying was needed, including staff associations/unions lobbying with their respective administrations, in order to help move the cost-sharing proposal forward and up through the HLCM.</p> <p>The organizations that were still reluctant to participate in the cost-sharing proposal would be lobbied ahead of the upcoming meeting of the HLCM in April 2020.</p>
<b>Background documentation</b>	<p><a href="#">Reporting back of the Decision D29</a></p> <p><a href="#">Summary on arrangements for Staff Associations</a></p>
<b>Action(s) requested from Standing Committee participants</b>	1) & 2) - For information purposes.
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	
<b>Next step(s)/specific action(s)</b>	Summarize challenges, suggestions and recommendations for further submission to FICSA EXCOM for action, as applicable
<b>Deadline</b>	First half of 2021.
<b>Resources required</b>	<input type="checkbox"/> Specialist/Consultant <input type="checkbox"/> Legal Adviser <input type="checkbox"/> SC Chair/Vice-Chair <input type="checkbox"/> Core group member(s) <input type="checkbox"/> FICSA Secretariat <input type="checkbox"/> FICSA ExCom (Compensation, Field, Treasurer, Other) <input type="checkbox"/> Volunteer/Intern <input type="checkbox"/> Other
<b>Deliverable</b>	<input type="checkbox"/> Literature review <input type="checkbox"/> Paper/Article <input type="checkbox"/> Background paper with options <input type="checkbox"/> Legal article/review/opinion <input type="checkbox"/> Talking points for high-level fora/forum – Advocacy <input type="checkbox"/> Comparative study <input type="checkbox"/> Good practices <input type="checkbox"/> Recommendations/ guideline for SAs/unions

<b>Issue for high level fora</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> International Civil Service Commission (ICSC)</li><li><input type="checkbox"/> High-Level Committee for Management (HLCM)</li><li><input type="checkbox"/> HR Network</li><li><input type="checkbox"/> Joint Pension Board</li><li><input type="checkbox"/> UN General Assembly</li><li><input type="checkbox"/> Inter-Agency Security and Management Network (IASMN)</li><li><input type="checkbox"/> Other</li></ul>
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# FICSA COUNCIL

## Standing Committee Staff-Management Relations

74<sup>th</sup> SESSION  
VIRTUAL

### Agenda Item 4: Summary Sheet

FICSA /C/74/SMR/PA/4

<input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input type="checkbox"/> For Decision	
<b>Name of submitting member(s) &amp; organization (s)</b>	Viera Seben, ICAO
<b>Issue (title)</b>	<b>Follow up on staff/management relations issues</b>
<b>Issue description</b> (including reach: global versus local)	<p>Several FICSA members have been experiencing challenges with respect to their staff associations/unions: management relationships, due to either high management changes or restructuring or other situations that have been straining their SMR relations.</p> <p>An update will be sought on the following staff/management relations issues:</p> <ul style="list-style-type: none"> <li>• Impact/changes due to leadership change in FAO</li> <li>• UNESCO / STU (Montreal)</li> <li>• UNFCCC's structural review and staff/management relations</li> <li>• Outcome of the appointment of a new WIPO DG</li> <li>• Update on the WHO transformation</li> <li>• Update on UNRWA high level management changes and impact on the staff/management relations</li> <li>• WMO's reduced budget and possible impact on staff contracts</li> <li>• Other</li> </ul>
<b>Background documentation</b>	
<b>Action(s) requested from Standing Committee participants</b>	All participating members will have an opportunity to share issues of common interest and discussion with respect to staff/management
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	

<b>Next step(s)/specific action(s)</b>	Summarize challenges, suggestions and recommendations for further submission to FICSA EXCOM for action, as applicable
<b>Deadline</b>	First half 2021
<b>Resources required</b>	<input type="checkbox"/> Specialist/Consultant <input type="checkbox"/> Legal Adviser <input type="checkbox"/> SC Chair/Vice-Chair <input type="checkbox"/> Core group member(s) <input type="checkbox"/> FICSA Secretariat <input type="checkbox"/> FICSA ExCom (Compensation, Field, Treasurer, Other) <input type="checkbox"/> Volunteer/Intern <input type="checkbox"/> Other
<b>Deliverable</b>	<input type="checkbox"/> Literature review <input type="checkbox"/> Paper/Article <input type="checkbox"/> Background paper with options <input type="checkbox"/> Legal article/review/opinion <input type="checkbox"/> Talking points for high-level fora/forum – Advocacy <input type="checkbox"/> Comparative study <input type="checkbox"/> Good practices <input type="checkbox"/> Recommendations/ guideline for SAs/unions
<b>Issue for high level fora</b>	<input type="checkbox"/> International Civil Service Commission (ICSC) <input type="checkbox"/> High-Level Committee for Management (HLCM) <input type="checkbox"/> HR Network <input type="checkbox"/> Joint Pension Board <input type="checkbox"/> UN General Assembly <input type="checkbox"/> Inter-Agency Security and Management Network (IASMN) <input type="checkbox"/> Other

# FICSA COUNCIL

## Standing Committee Staff-Management Relations

74<sup>th</sup> SESSION  
VIRTUAL

### Agenda Item 5: Summary Sheet

FICSA /C/74/SMR/PA/5

<input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input type="checkbox"/> For Decision	
<b>Name of submitting member(s) &amp; organization (s)</b>	Viera Seben, ICAO
<b>Issue (title)</b>	<p><b>Staff association's role in providing a bridge between staff and management to address needs arising from remote working arrangements</b></p> <p>– To report to the joint session of PSA/GSQ, HRM, SOCSEC, Legal SCs on Remote Working (flexible/alternative working arrangements)</p>
<b>Issue description (including reach: global versus local)</b>	<p>In view of the COVID-19 pandemic, the home office and “Remote working arrangements” have become a new reality and a necessity for many Organizations.</p> <p>For some organizations, by not having a proper policy in place prior to the pandemic, the establishment of the corresponding guidelines may have been rushed and thus not well-thought through when establishing the policy. For others, proper guidelines may still be non-existent, leaving staff at the liberty of their supervisors and thus possible abuse/exploitation (being available at all time/even after hours, not taking into consideration staff's home situations, such as: taking care of the elderly/small children, home schooling, etc., or simply implying their own interpretation of the arrangement).</p> <p>Members are encouraged to discuss:</p> <p>A. Remote working arrangements in their Organizations:</p> <ul style="list-style-type: none"> <li>• Are “Remote Working Arrangements” a stand- alone document or embedded in the organization's rules and regulations?</li> <li>• Did “Remote Working Arrangements” exist prior to the pandemic or were established only recently (in 2020) in response to the pandemic?</li> <li>• Do “Remote Working Arrangements” expire upon the end of the pandemic?</li> <li>• Is there mis-use/ mis-interpretation of “Remote working Arrangements” policy/guidelines by supervisors.</li> </ul> <p>B. Staff's representative's involvement in development /revision/ implementation, as applicable, of “Remote Working Arrangements”:</p> <ul style="list-style-type: none"> <li>• Means of involvement (via staff-management bodies, consultation with</li> </ul>



	<p>HR / upper management);</p> <ul style="list-style-type: none"> <li>• Level of involvement of staff representatives in development / revision / implementation of “Remote Working Arrangements” (active joint discussion/negotiations or direct information only “fait accompli”);</li> <li>• Challenges in the implementation of “Remote Working Arrangements”, as well as good practices; Examples of good and bad practices.</li> </ul>
<b>Background documentation</b>	<p><a href="#">Handbook on Staff Representation in the International Organizations / Chapter 3. Defending Staff</a></p> <p><a href="#">FICSA teleworking survey</a></p>
<b>Action(s) requested from Standing Committee participants</b>	<p>Discuss:</p> <ul style="list-style-type: none"> <li>• Good practices with respect to negotiations and implementation of acceptable policy. Provide recommendations for effective negotiations methods and outline the major challenges thereto.</li> <li>• To learn about practices in each ORG.</li> <li>• Discuss experiences and lessons learned to provide suggestions for best practices in negotiations. Discuss if different or additional training should be developed.</li> </ul>
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	
<b>Next step(s)/specific action(s)</b>	<p>Summarize challenges, suggestions and recommendations for further submission to joint session of PSA/GSQ, HRM, SOCSEC, Legal SCs on Remote working (flexible/alternative working arrangements).</p> <p>Invite the members to share their “Remote working arrangements” with FICSA for informative purposes and the member practices collection housed in the Member section of the FICSA website.</p>
<b>Deadline</b>	First half 2021
<b>Resources required</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Specialist/Consultant</li> <li><input type="checkbox"/> Legal Adviser</li> <li><input type="checkbox"/> SC Chair/Vice-Chair</li> <li><input type="checkbox"/> Core group member(s)</li> <li><input type="checkbox"/> FICSA Secretariat</li> <li><input type="checkbox"/> FICSA ExCom (Compensation, Field, Treasurer, Other)</li> <li><input type="checkbox"/> Volunteer/Intern</li> <li><input type="checkbox"/> Other</li> </ul>
<b>Deliverable</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Literature review</li> <li><input type="checkbox"/> Paper/Article</li> <li><input type="checkbox"/> Background paper with options</li> <li><input type="checkbox"/> Legal article/review/opinion</li> <li><input type="checkbox"/> Talking points for high-level fora/forum – Advocacy</li> <li><input type="checkbox"/> Comparative study</li> <li><input type="checkbox"/> Good practices</li> <li><input type="checkbox"/> Recommendations/ guideline for SAs/unions</li> </ul>

<b>Issue for high level fora</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> International Civil Service Commission (ICSC)</li><li><input type="checkbox"/> High-Level Committee for Management (HLCM)</li><li><input type="checkbox"/> HR Network</li><li><input type="checkbox"/> Joint Pension Board</li><li><input type="checkbox"/> UN General Assembly</li><li><input type="checkbox"/> Inter-Agency Security and Management Network (IASMN)</li><li><input type="checkbox"/> Other</li></ul>
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# FICSA COUNCIL

## Standing Committee Staff-Management Relations

74<sup>th</sup> SESSION  
VIRTUAL

### Agenda Item 6: Summary Sheet

FICSA /C/74/SMR/PA/6

<input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input type="checkbox"/> For Decision	
<b>Name of submitting member(s) &amp; organization (s)</b>	Viera Seben, ICAO Tracy Tollmann, UNFCCC
<b>Issue (title)</b>	<b>Involvement, oversight and observation role of staff associations/unions on the financial situation of the organizations</b> - To report to the joint session of PSA/GSQ, HRM, SOCSEC, Legal and Field SCs on the “Agile contract modality & Restructuring” issue
<b>Issue description</b> (including reach: global versus local)	<p>The COVID-19 pandemic has negatively impacted the global economy, with States’ governments providing financial aid and stimulus packages to affected business and individuals.</p> <p>In this context, governments might now have to focus more on their internal affairs, and thus neglect omitting or postponing their other (financial) international obligations, amongst them their contributions to the UN system.</p> <p>Budgets of UN Organizations may therefore be compromised by not receiving contributions on time, and as a result, imposing a saving mode for some organizations, which could imply the freezing of benefits, hiring limitations, job cuts, restructuring and/or other “saving” measures.</p> <p>Staff associations/unions must be proactive, observing and informing themselves of the financial status of their respective organizations, and once learning of any financial shortages and possible upcoming cost saving initiatives by their management, to play an active role in the evaluation and establishment of corresponding measures, bearing in mind the staff’s best interests.</p>
<b>Background documentation</b>	<p><a href="#">FICSA/C/71/HRM/5: Organizations in Crisis/Guidelines for Organizational Change</a>,  <a href="#">FICSA/C/73/D/6: Request for policies on organizational restructuring/Survey on restructuring</a>)  <a href="#">Handbook on Staff Representation in the International Organizations / Chapter 3. Defending Staff</a></p>

<b>Action(s) requested from Standing Committee participants</b>	<p>Discuss:</p> <ul style="list-style-type: none"> <li>• To explore whether any FICSA member is facing financial constraints as a direct outcome of the COVID-19 pandemic;</li> <li>• To understand how the contributions work and to what extent the luck of them impacts each organization;</li> <li>• Discuss the challenges financial constraints could bring and how to deal with them/at the staff associations/unions level;</li> <li>• Existence /nonexistence of financial sustainability planning;</li> <li>• Staff associations/unions participating in organization’s cost-saving measures/restructuring;</li> </ul> <p>Experience and lessons learned, to provide suggestions for best practices in addressing and negotiations cost-saving measures with management.</p>
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	
<b>Next step(s)/specific action(s)</b>	<p>Summarize challenges, suggestions and recommendations for further submission to the joint session of PSA/GSQ, HRM, SOCSEC, Legal and Field SCs on “Agile contract modality &amp; Restructuring”.</p>
<b>Deadline</b>	<p>First half 2021</p>
<b>Resources required</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Specialist/Consultant</li> <li><input type="checkbox"/> Legal Adviser</li> <li><input type="checkbox"/> SC Chair/Vice-Chair</li> <li><input type="checkbox"/> Core group member(s)</li> <li><input type="checkbox"/> FICSA Secretariat</li> <li><input type="checkbox"/> FICSA ExCom (Compensation, Field, Treasurer, Other)</li> <li><input type="checkbox"/> Volunteer/Intern</li> <li><input type="checkbox"/> Other</li> </ul>
<b>Deliverable</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Literature review</li> <li><input type="checkbox"/> Paper/Article</li> <li><input type="checkbox"/> Background paper with options</li> <li><input type="checkbox"/> Legal article/review/opinion</li> <li><input type="checkbox"/> Talking points for high-level fora/forum – Advocacy</li> <li><input type="checkbox"/> Comparative study</li> <li><input type="checkbox"/> Good practices</li> <li><input type="checkbox"/> Recommendations/ guideline for SAs/unions</li> </ul>
<b>Issue for high level fora</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> International Civil Service Commission (ICSC)</li> <li><input type="checkbox"/> High-Level Committee for Management (HLCM)</li> <li><input type="checkbox"/> HR Network</li> <li><input type="checkbox"/> Joint Pension Board</li> <li><input type="checkbox"/> UN General Assembly</li> <li><input type="checkbox"/> Inter-Agency Security and Management Network (IASMN)</li> <li><input type="checkbox"/> Other</li> </ul>

# FICSA COUNCIL

## Standing Committee Staff-Management Relations

74<sup>th</sup> SESSION  
VIRTUAL

### Agenda Item 7: Summary Sheet

FICSA /C/74/SMR/PA/7

<input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input type="checkbox"/> For Decision	
<b>Name of submitting member(s) &amp; organization (s)</b>	Tracy Tollmann, UNFCCC
<b>Issue (title)</b>	Collaboration with management on addressing and putting in practise the whistle-blowing, bullying, abuse of authority and fear of retaliation policies - a real world case
<b>Issue description (including reach: global versus local)</b>	<p>The UNFCCC Staff Association Executive Committee recently ran a staff satisfaction survey, which included a section on whistle-blowing, bullying, and fear of retaliation.</p> <p>The results were staggering, revealing the high level of bullying, harassment and unethical behaviour in the secretariat, in over 80 comments submitted under this section. This was further compounded by a reluctance to report cases due to a fear of recrimination and the commonly held belief that nothing would be done anyway.</p> <p>We have shared the results with senior management, who have expressed their dissatisfaction and are willing to work with us to identify measures to address and improve the situation.</p> <p>A comprehensive review of all UN Organizations was conducted by the Joint Inspection Unit in 2018, and a workshop ran by Christopher Mason in 2018 advocated for the incorporation of provisions for external arbitration and independence in the new UN Whistle-blower protection policy.</p> <p>Objectives:</p> <p>To generate a lively discussion on best practices on addressing bullying, abuse of authority, whistle-blowing and minimizing fear of retaliation within other organizations;</p> <ol style="list-style-type: none"> <li>1. Identifying solutions, concrete recommendations, best practices;</li> <li>2. Initiating a survey to establish what the current status is in other organizations two years later.</li> </ol>

<b>Background documentation</b>	<ul style="list-style-type: none"> <li>• <a href="#">St/SGB/2017/2/Rev.1, Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations</a> <a href="#">JIU/REP/2018/4, Review of whistle-blower policies and practices in UN system organizations</a> <a href="#">Whistleblowing policies from the FICSA Website</a></li> </ul>
<b>Action(s) requested from Standing Committee participants</b>	<p>Discuss:</p> <ul style="list-style-type: none"> <li>• Experiences, lessons learned, and best practices to provide suggestions when working with management on dealing with bullying, abuse of authority, whistle-blowing and fear of retaliation;</li> <li>• A possible survey to determine if this continues to be ubiquitous throughout UN organizations.</li> </ul>
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	
<b>Next step(s)/specific action(s)</b>	<ul style="list-style-type: none"> <li>• Collate ideas, suggestions and potentially recommendations for the report.</li> <li>• Synthesize suggestions for addressing this issue and work with FICSA to accommodate them, if any.</li> <li>• Prepare and launch a survey, if decided by SC.</li> </ul>
<b>Deadline</b>	First half 2021
<b>Resources required</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Specialist/Consultant</li> <li><input type="checkbox"/> Legal Adviser</li> <li><input type="checkbox"/> SC Chair/Vice-Chair</li> <li><input type="checkbox"/> Core group member(s)</li> <li><input type="checkbox"/> FICSA Secretariat</li> <li><input type="checkbox"/> FICSA ExCom (Compensation, Field, Treasurer, Other)</li> <li><input type="checkbox"/> Volunteer/Intern</li> <li><input type="checkbox"/> Other</li> </ul>
<b>Deliverable</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Literature review</li> <li><input type="checkbox"/> Paper/Article</li> <li><input type="checkbox"/> Background paper with options</li> <li><input type="checkbox"/> Legal article/review/opinion</li> <li><input type="checkbox"/> Talking points for high-level fora/forum – Advocacy</li> <li><input type="checkbox"/> Comparative study</li> <li><input type="checkbox"/> Good practices</li> <li><input type="checkbox"/> Recommendations/ guideline for SAs/unions</li> </ul>
<b>Issue for high level fora</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> International Civil Service Commission (ICSC)</li> <li><input type="checkbox"/> High-Level Committee for Management (HLCM)</li> <li><input type="checkbox"/> HR Network</li> <li><input type="checkbox"/> Joint Pension Board</li> <li><input type="checkbox"/> UN General Assembly</li> <li><input type="checkbox"/> Inter-Agency Security and Management Network (IASMN)</li> <li><input type="checkbox"/> Other</li> </ul>