**FICSA COUNCIL**

**74th SESSION**

**Virtual (Teams), 6 Nov 2020 to 12 February 2021**

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FICSA/C/74/CRP.1 Geneva, 6 October 2020

Updated 13 & 20 October 2020

**74th FICSA COUNCIL PLAN, CHECKLIST AND SCHEDULE SHEET (DRAFT)**

**Note: Based on recent updates from Copenhagen on travel restrictions and mandatory quarantine requirements, the Council will be held fully virtual this year. FICSA Members in the same duty station may sit together in small hubs, subject to the conditions in the duty station, i.e. all Geneva-based FICSA members can connect through the meeting room in UNOG, same with Rome-based FICSA members etc., if it helps to facilitate discussions and conversations.**

**Draft release letter can be accessed here for comment and feedback before finalization.**

| Who? | What? | When? | Why? |
| --- | --- | --- | --- |
| **Standing Committee (SC) Chairs and Vice-Chairs, with SC Core Group Members and SC Members, and between each other** | **Finalize 74th Council format and plan** | **Before 13th October 2020** | **To come up with a plan that is acceptable for everyone** |
| **Standing Committee (SC) Chairs and Vice-Chairs, with SC Core Group Members and SC Members, and between each other** | **Identify Agenda Items of utmost importance and strategic relevance to be discussed during this council** | **In parallel with the above, between now and 16th October 2020, latest by 23rd October together with the summary sheet** | **To produce SC agenda for discussion during 74th council** |
| **Standing Committee (SC) Chairs and Vice-Chairs, with SC Core Group Members** | **Prioritize: Which items need Council decision/attention now. Which items can be discussed throughout 2021 or during next council?** | **In parallel with the above, between now and 16th October 2020, latest by 23rd October together with the summary sheet** | **To identify top three agenda items[[1]](#footnote-1) to discuss during this council** |
| **Standing Committee (SC) Chairs and Vice-Chairs** | **Complete Summary Sheet[[2]](#footnote-2) to provide background information on Agenda items** | **Before 23rd October 2020** | **To ensure agenda items are well thought of, relevant and important** |
| **FICSA Secretariat with Head of Delegations** | **Prepare model release letter outlining new arrangements for council for review by Head of Delegations.**  **Send out general information about Council dates, provisional agenda, structure to all FICSA Members, in order to secure release in advance.**  **Send out FICSA Council invitations.** | **Before 23rd October 2020** | **To ensure council participants have sufficient release time to participate in meetings of the SC and plenary** |
| **Standing Committee (SC) Chairs and Vice-Chairs** | **Identify rapporteurs (1-2 for each SC)– sessions will also be recorded for minutes/notes taking purposes, disclaimer to all participants.**  **Train SC rapporteur by Council rapporteur** | **Before 23 October 2020**  **Before 6th November 2020** | **To help SC rapporteurs especially newcomers to prepare quality report for council** |
| **FICSA Secretariat with SC Chairs and Vice-Chairs** | **Produce guidelines for chairing virtual meetings, as well as code of conduct / ground rules of the meeting (short, point based). (Chair’s brief).**  **Training/briefing on tools & guidelines:**   1. **Mentimeter – used to obtain feedback from online meeting participants. A training video will be prepared and put on the FICSA website (74th Council page)** 2. **Teams – need to test and ensure Chairs and Presenters are able to install Teams, since guests joining through the web-based Teams may not be able to present.** 3. **Interprefy – being explored for Plenary sessions that require interpretation and not SC sessions. If we are not able to use Interprefy, then the fallback is to use Teams, without interpretation.** 4. **Electionbuddy – similar to last year, will be used for elections** 5. **PDF forms is being developed to easily fill in council documents** 6. **Notification that SC Meetings will be recorded for minutes purposes will be prepared and played prior to all SC Meetings.** 7. **Identify a member of the SC to moderate the meeting and manage the mentimeter (Mute/unmute/attend to chat)** | **Before 6th November 2020** | **To ensure meetings can be conducted efficiently since virtual meetings can be different from physical, both for chairs and participants** |
| **FICSA Secretariat with SC Chairs and Vice-Chairs, in particular Steven, Alberto, Irwan.** | **Prepare a checklist of technology requirements for participants (bandwidth, software etc.) to ensure full engagement, and perform a dry-run.**  **Prepare and share technical guidelines. Also guidelines on moderating the tools (Teams and mentimeter).** | **Before 6th November 2020** | **To ensure all participants would be able to effectively engage in meetings with disruptions due to technology** |
| **Standing Committee (SC) Chairs and Vice-Chairs**  **FICSA Secretariat** | **Prepare background documents and conference room papers (CRPs) on agenda items, if any.**  **Send to the FICSA Secretariat to post on the FICSA website – dedicated space for Council** | **23rd October onwards after agenda is finalized, until the start of SC meetings** | **To provide sufficient materials to allow participants to discuss the topic to a suitable conclusion or outcome** |
| **Standing Committee (SC) Chairs and Vice-Chairs to conduct the meetings.**  **FICSA Council participants to attend the meetings and contribute to the discussion.** | **Schedule SC meetings, taking into account:**   * **sufficient time for discussion** * **time zones**   **SC Chairs to provide their meeting plan to** [**ficsa@un.org**](mailto:ficsa@un.org) **to be compiled centrally, and to avoid overlap.** | **Meetings can be scheduled once CRP is ready, tentatively from 6th November onwards up until mid-January 2021.**  **Suggestions on the format:**   * **3 hours per day maximum with breaks in between, over two consecutive days** * **Can be shorter or longer depending on each SC** * **To cater to different time zones, may need to repeat agenda items as necessary** | **To discuss the topic, taking into account input, contribution, feedback, expertise, experience of all attendees, in order to establish:**   * **A conclusion or outcome** * **A way forward or deliverable (for tasks that need further work to complete)** * **A resolution (to be delivered by whom, to whom)** * **A campaign / advocacy to achieve what, where, by when and why** |
| **Standing Committee (SC) Chairs and Vice-Chairs,**  **SC Rapporteurs,**  **Council Rapporteur** | **Work closely with the SC rapporteur and Council rapporteur to finalize and submit SC reports (including recommendations and any resolution) to the FICSA Secretariat** | **Before 21st January 2021** | **To allow the SC reports to be proofread and edited, and published to all council attendees** |
| **Standing Committee (SC) Chairs and Vice-Chairs** | **Present report and recommendations to the Plenary session of Council** | **10th and 11th February 2021** | **To allow council to deliberate and adopt the SC reports, and approve the recommendations, resolution etc.** |
| **Everyone** | **Plenary session of the 74th FICSA Council** | **10th and 11th February 2021** | 1. **Opening of Council** 2. **Opening Statements from the Chair of the ICSC, Executive Head of the host organization, Host Staff Association, FICSA President, Sister Federations.** 3. **Approval of SC reports and recommendations** 4. **Approval of FICSA Budget for 2021 and programme of work** 5. **Presentation of Candidates** 6. **Conduct elections for Members of the Executive Committee and Regional Representatives** 7. **Discuss statutory items (membership, dues, etc.)** 8. **Closing of Council** |

**Annex I – Sample Standing Committee meeting schedule sheet and checklist.**

STANDING COMMITTEE on CONDITIONS OF SERVICE IN THE FIELD (EXAMPLE)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Agenda Items | Monday | Tuesday | Wednesday | Thursday | Friday |
| 1. **Adoption of the Agenda** 2. **Election of the Rapporteur** 3. **Nomination of Standing Committee officers and core group members** 4. **Review of the compensation package for Professional Staff deployed in the field** | **9 Nov 2020**  **Completed ✔** |  |  |  |  |
| 1. **Information on Inter-agency activities:**     1. **Annual review of hardship duty stations**    2. **IASMN** 2. **Impact of Covid-19 in the field (health evacuation, conditions of work, mental health)** 3. **Other business** |  | **10 Nov 2020**  **Completed ✔** |  |  |  |
| 1. **Teleworking (joint session with HRM and GSQ)** |  |  |  | **19 Nov 2020**  **Completed ✔** |  |
| **Review of SC report** | **18 Jan 2021**  **Completed ✔** |  |  |  |  |
| **Submission of SC Report** |  |  |  | **21 Jan 2021**  **Completed ✔** |  |

**Annex II – Notes for the Record – Meeting on 22 September 2020 on FICSA Council Preparation.**



Meeting on preparation for 74th FICSA Council

22 September 2020, from 14h00 to 15h30 (Geneva time)

NOTES FOR THE MEETING

**Attendance**

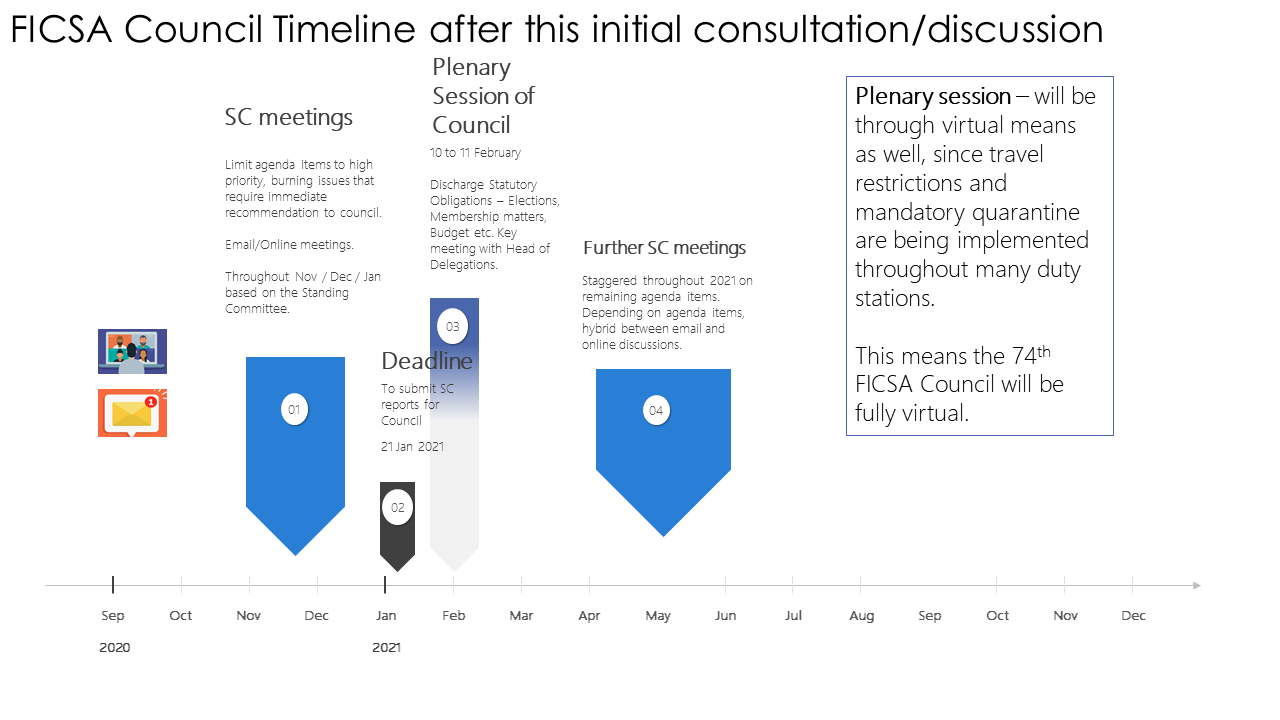
|  |  |
| --- | --- |
| **Executive Committee Members**  Tanya Quinn-Maguire– President  Véronique ALLAIN – Field Issues  Imed ZABAAR – Compensation Issues  Evelyn KORTUM – General Secretary  Pilar VIDAL – Compensation Issues | **Regional Reps**  Anthony Ndinguri – Regional Representative for Africa  Juan J. Coy Girón - Regional Representative for Europe  Rajesh Mehta - Regional Representative for Asia |
| **Secretariat**  Irwan MOHD RAZALI – Information Officer/rapporteur/presenter  Marie-Paule MASSON – FICSA Secretariat | **SC Chairs/Vice-Chairs**  Field – Mino Cosimo Melpignano, Line Kaspersen  HRM – Steven-Geoffrey Eales, Ambretta Perrino  SMR – Viera Seben  SOCSEC / OHS – Edwin Titi-Lartey, Paola Franceschelli  PSA – Santhosh Thanjavur Prakasam, Priya Mannava  GSQ – Alberto Fernandez, Silvia Mariangeloni  Legal – unrepresented  A&B – Nizar Zaher  SD – Imed Zabaar |

Tanya opened the meeting and invited Irwan to present the attached PowerPoint, followed by rounds of comments and consultation.

**General agreement was reached on the following way forward:**

* Based on the notes taken from this meeting, all Standing Committee Chairs & Vice-Chairs:
  + will discuss with Standing Committee members / core members and between each other, and consolidate a proposal on a way forward that is acceptable to everyone.
  + SC Chairs and Vice-Chairs will determine the agenda and fill in the summary sheet by 16 October
  + Once the agenda is confirmed, each SC will determine the date and duration of their meetings, bearing in mind the deadline to submit report to Council is 21 January 2021
* SC Chairs and Vice-Chairs should contact the current list of core members to confirm that they will continue to represent their SA on the SC. As necessary, the FICSA Secretariat will follow-up with heads of delegations for names of delegates on each SC.
* FICSA Secretariat will draft a release letter outlining the new arrangements for Council, including pre-meetings, for review by all.
* The current proposed dates for Council will be maintained. Postponement only if truly necessary, and by vote.
* The goals for the 74th Council are to:
  + Approve SC reports
  + Conduct elections as per the FICSA Statutes
  + Approve budget for 2021
* As necessary, a follow-up meeting will be arranged in October by the FICSA Secretariat to finalise / clarify preparations.

In summary, the new proposal for council is depicted in the image below:



**Comments and discussion during the meeting (sorted / grouped by considerations to take into account for council):**

|  |  |  |
| --- | --- | --- |
| **Name** | **Comment** | **Action / Consideration** |
| Viera | * Meeting / Finalization of reports until 18 Dec. Big gap in Dec/Jan for February | * Noted on flexibility for SC Chair/SC to arrange the meeting schedule as long as the deadline to submit report to council is respected |
| Imed | * We can delegate the authority to the SC Chairs / Vice-Chairs on the date/timings * SC Chair/VC can conduct the meetings in November / December or January as long as the report is submitted by 15 January 2021 latest |
| Line | * Dates for Council - expected to be in Denmark and volunteered to help with the physical meeting. * Short sessions of 2/2/1 hour can be confusing. 1 half day may give more time. * Interpretation - other tools exist such as Zoom | * Duration of online meeting was thoroughly discussed and it was felt that 3 hours per day max with breaks in between, over two consecutive days, could be most productive. * Noted on Interpretation, release * Noted that Zoom is not a viable option for Council as is not supported by many organizations. |
| Juan Coy | * Zoom interpretation is a possibility * Longer SC meetings * Depends on the number of SC that a person attends * No release * Up to SC Chairs and VC to decide |
| Vero | * SC meet one day and then next day, 3 hours max per day |
| Alberto | * As Viera mentioned, it depends on each committee how many agenda items we have, how much time per agenda * Close to the holidays * A lot of organizations have annual meetings on the 1st week of December and other year-end closure activities * Alberto worked in conferences and meetings and mentioned that longer meetings is most effective, but longest is 3 hours. 1.5 hours / short break / 1.5 hours | * Noted on meeting duration and timeline in December clashing with other meetings * Appreciated Alberto sharing experience and guidelines/requirement sheet |
| Nizar | * Length of meeting (3 hours) plus short breaks in between, we need to ensure most productive * Chair/vc establish contact with the attendees prior to the session to establish the format/the method of the training * Ask the participants to be ready / focus / concentrate / do not repeat or ask questions on things that have already been discussed or agreed * Gov Bodies meeting on the first two weeks of council | * Noted on meeting duration and timeline in December clashing with other meetings * Noted on flexibility for SC Chair/SC to arrange the meeting schedule as long as the deadline to submit report to council is respected * Noted on code of conduct / rules of meeting for participants |
| Steve | * Bandwidth, platform, technology * Flow of discussions * Requirement sheet, checklist beforehand - is it better to connect from home / office / mobile / laptop / tablet etc * Alberto has a requirement sheet that can be shared * Anthony stated that a dry-run is important | * Noted on technology / platform / bandwidth requirement sheet / checklist and testing beforehand * Noted on dry-run |
| Everybody in Chat | * Consideration for Timezones | * Noted on timezones |
| Pilar | * Consider postponing council to a later date in 2021. | * Noted on possibility of holding a vote for members to postpone council. Other members stated that this is in case of the last resort. * In case of postponement, mandate of elected FICSA officers may need to be extended * Following discussion, general agreement not to postpone * Agreed that Secretariat will draft a model release letter and circulate to all Chair/ Vice-Chairs for review before sending. |
| Evelyn | * Release for ExCom need to be extended (require organization’s approval) if council is postponed |
| Marie-Paule | * If December is not possible, what would be another option? Postponing could be a good solution |
| Viera | * ICAO staff association postponed, via agreement/vote by its members, the general assembly of ICAO SA by 6 months, together with the EXCOM mandate. |
| Imed | * Prioritize the agenda items, ensure the agenda items can fit the five hours allocated * Focus on what is most important, strategic, urgent * Postponement of council may require a vote * This can be a learning experience for FICSA, we might find this to be more efficient for future councils | * Noted on SC should focus agenda items on important strategic urgent items only |
| Santhosh | * Plan meeting throughout the year – to discuss agenda items (get clarifications, understand items) with no political decisions * Plenary meeting – to discuss and adopt items that has consensus, and postpone matters that require further discussion to the following year * Vero - SCBD doing the same as UNFCCC, conducting virtual sessions of international meetings without political decisions but for information and discussion | * Noted on new council format – plenary to discharge statutory obligations – elections, approval of budget, etc. * Ongoing meetings throughout the year (through email and virtual meetings) to discuss SC agenda items |
| Rajesh | * Discharge constitutional matters only during February 2021 (elections etc.) * Hold planned meetings to discuss Standing Committee items throughout the year rather than all in December. * List the constitutional/mandatory items to be completed |
| Juan Coy | * FAO governing bodies are meeting in a mixed format:   + Discuss some items by correspondence/email   + Important items may merit online meetings   + SC may adopt a similar way forward based on the agenda items |
| Evelyn | * Evelyn briefed on the status of the HLCM (High Level Committee for Management) Cost Sharing framework for FICSA elected officials (President and General Secretary), where five organizations so far have confirmed, and the agreement is being finalized with Legal. FICSA Secretariat will share the agreement with all members once finalized. It was hoped that other organizations would join the scheme to ensure that there are no financial barriers to any SA nominating members to run for the positions of President and General Secretary. |  |

**Annex III – Council Proposal and Timeline during the Meeting on 22 September 2020 on FICSA Council Preparation.**

**Proposal for the 74th FICSA Council**

**STANDING COMMITTEES**

1. Participation in the meetings of the **Standing Committees** (SCs) will be virtual using MS Teams. The vitual meetings will be organized in a staggered manner, starting eight weeks before the council. FICSA Secretariat will assist with the logistics (Microsoft Teams invites and scheduling of meeting) in coordination with the Chairs/Vice-Chairs.
2. If the members of a Standing Committee wish to invite a member of the ExCom to attend their meeting to report on a specific item, the Chair/Vice-Chair of the respective committee should inform that member well in advance to ensure their availability. Otherwise, the following distribution applies. Members of theExCom who do not have a meeting scheduled on a particular date should feel free to join any meeting of the other standing commitees.

|  |  |
| --- | --- |
| **Standing / Ad-hoc Committee** | **FICSA ExCom required to participate** |
| Legal | Member without Portfolio |
| PSA | At least one of the two members for compensation issues |
| GSQ | At least one of the two members for compensation issues |
| SOCSEC | FICSA President |
| Field | Member for Field Issues |
| A&B | Treasurer |
| Strategic Development | Member for compensation issues (Imed) |
| HRM | FICSA General Secretary |
| SMR | Member without Portfolio (tbd) |
| Informal consultations with Heads of Delegations | ExCom |
| Presentation of the ExCom Report | ExCom |
| Presentation of candidates and Q&A session | ExCom |
| Testing the E-voting system | ExCom |

**PLENARY MEETINGS**

1 day only

* 1. Past format :
     1. 1 half day – Opening of Council
     2. 1 half day – elections
     3. 1 full day – report of Standing Committees, adoption of recommendations/resolution (including of FICSA Budget and Programme of Work), Closing of Council
  2. Proposed format :
     1. 1 day – Opening of Council [Incl. Remarks by Executive Head of the Host Organisation, remarks by the President of the Staff Association, Statement by the Chairman of the ICSC, Statement by the FICSA President]; Constitutional matters; E-voting.
     2. 1 day - adoption of recommendations/resolution (including of FICSA Budget and Programme of Work for 2021), Closing of Council. Review of report to take place as per timeline below.

**TIMELINE**

|  |  |
| --- | --- |
| **Standing Committee Meetings (fully virtual).** | |
| Standing Committees are allocated three weeks to complete this.  **Week 1 –**  **30 Nov to 4 Dec**  (Provide a status update/report on the progress of the meeting)  **Week 2 –**  **7 to 11 Dec**  (Provide a status update/report on the progress of the meeting)  **Week 3 –**  **14 to 18 Dec**  (Wrap up the meetings and the report)  Submission of reports:  22 January 2021  4th week of January – reports on FICSA website | * **SC Meeting Objective**: Ensure sufficient time to discuss agenda items, with input and engagement from all FICSA members, to produce quality work and report. Agenda items must be focused, concise, strategic and of high importance. They should be limited to three such items (excluding Adoption of the Agenda, follow-up from the 73rd Council, nomination of core group members). * Depending on the agenda items to be discussed, the Chair/Vice-Chairs of the SC shall dedicate 1 full day at the maximum for their meetings (8 meeting hours maximum). * When scheduling their meetings the Chair/Vice-Chairs should be aware of the different time zones and schedule their meetings at a convenient time to allow all members to participate. For example, if some core group members are located in the USA, Canada and the rest in Europe, the meeting should not start before 14:00 European time and should end by 19:00 European time at the latest. * The meetings can be staggered throughout the 3 weeks dedicated for SC meetings, as determined by the SC Chair/Vice-Chairs. Take into account the same participant may attend several SC meetings. Longer initial meeting, followed by shorter follow-up meetings. * Possible schedule/format:  |  |  |  | | --- | --- | --- | | **Example Format 1** | **Example Format 2** | **Example Format 3** | | * One long session (3-4 hours) to go through each agenda item briefly. Park items that require more discussion or research/resources. * Shorter session(s) of 1 or 2 hours to follow up on parked items and close these agenda items. | * One long session (1 day) or two half days to go through all agenda items in detail and close the agenda items | * Several short sessions, for example two or three sessions of 2 hours each, staggered to cover all agenda items. | | Some agenda items may need to be scheduled twice during one day to ensure people from different timezones can provide input. | | |  * SC core group members should review and approve their report by email, or call for a meeting if necessary to finalize the report. * SC Chairs should submit their report to FICSA Secretariat by 22 January 2021 for editing and formatting. * All background documents and report should be available on the FICSA website by 4th week in January for review and consideration prior to the Council. |
| **Plenary Meetings (hybrid mode).** | |
| **Day 1 –**  10th February :  **Day 2 –**  11th February : | Subject to conditions imposed in the UN City Copenhagen, a hybrid meeting is feasible. Participants who can travel to Copenhagen (Max. 2 per delegation) may physically attend the plenary meetings. Delegations who cannot travel may join the plenary disussions online through MS Teams.  Elections will be conducted using the electronic voting platform that FICSA introduced at the 73rd FICSA Council.   1. Opening of Council:  * Remarks by Executive Head of the Host Organisation * Remarks by the President of the host Staff Association * Statement by the Chairman of the ICSC * Welcome by the FICSA President * Constitutional matters  1. Elections (e-voting)   Adoption of Standing Committee Reports, Recommendations or Resolution (including of FICSA Budget and Programme of Work for 2021)  Closing of Council.  Veronique: colleagues from outside Europe might not be willing to travel to Copenhagen for 2 days only |

**Alternative Timeline in 2021:**

* SC Meeting (Virtual) in Dec, January or February
* Council Plenary Meeting (Physical or Hybrid) in March or April.
* UN City in Copenhagen is no longer available for council if in March or April
* Consideration – extension of release for elected officers since the current release is until February 2021.

**Tools and technology:**

* Meeting platform: Microsoft Teams, file-sharing and collaboration. Standing Committees and council attendees should fully utilize the discussion, chat and file sharing features in Microsoft Teams’ Channels to further enrich the meeting experience. It is similar to being in a WhatsApp group, except everything is logged into teams so that you can go back to the discussion and search for files uploaded/shared.
* A Meeting App is being considered to ensure a one-stop location to the meeting schedule, meeting resources, capture attendance, etc.
* ElectionBuddy electronic voting platform will be used for elections, similar to the 73rd Council.
* PDF templates will be prepared for summary sheets of items, summary sheets for reporting back on 73rd Council Decisions and actions taken, as well as for SC reports to ease the work of rapporteurs.

**Other Considerations:**

1. **Release Time for council attendees:**

**Questions to everyone:**

* How feasible is the proposal in terms of timeline considering there is no dedicated one week release time if the council is physical. Any further suggestions?
* Is December good timing for the SCs? What would be a better time?

1. **Training / capacity building prior to Council:**

* Training for FICSA Secretariat on organizing a virtual council provided by IAEA
* Training for Chair/Vice-Chair of SCs on effective chairing of virtual meetings (trainer to be decided upon)
* Training for rapporteurs by the Council Rapporteur (Mary-Stewart Burgher)

1. **Interpretation**

* WHO and IAEA is using Interprefy, a tool that allows online, realtime interpretation. WHO used Interprefy for the 73rd World Health Assembly with its Member States. Imed is looking into IAEA possibilities to use the tool without purchasing it.
* Then FICSA will explore if this can be used for council.
* **Question:** If Interprefy (or similar solutions) are not possible or too costly, would council members consider foregoing interpretation during this exceptional time?

1. **Presentation of candidates – Options:**
2. Recorded presentations plus live Q&A session over Teams one week before the opening of Council (11 Feb 2021)
3. Live presentations and Q&A session via Teams
4. Recorded with no Q&A or submission of Q&A to address in recording developed by membership
5. Only for the General Secretary position a live presentation plus live Q&A

**Annex IV – Example Agenda including Summary Sheets**

**FICSA COUNCIL**

**Standing Committee on Human Resources Management**

**74th SESSION**

**Agenda Item xxxx: Summary Sheet \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

FICSA /C/74/HRM/Agenda Item xxxx

|  |  |
| --- | --- |
| **For Discussion  For Information  For Decision** | |
| **Name of submitting member(s) & organization (s)** |  |
| **Issue** (title) |  |
| **Issue description** |  |
| **Background documentation** |  |
| **Action(s) requested from Standing Committee participants** |  |
| **FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:** | |
| **Next step(s)/specific action(s)** | Responsible  Action 1  Action 2  Action… |
| **Timeline** | Action 1  Action 2  Action… |
| **Resources required** | *(BOXES)*  Specialist/Consultant  Legal Adviser  SC Chair/Vice-Chair  Core group member(s)  FICSA Secretariat  FICSA ExCom (Compensation, Field, Treasurer, Other)  Volunteer/Intern  Other |
| **Deliverable** | *(BOXES)*  Literature review  Paper/Article  Background paper with options  Legal article/review/opinion  Talking points for high-level fora/forum – Advocacy  Comparative study  Good practices  Recommendations/ guideline for SAs/unions |
| **Issue for high-level fora** | *(BOXES)*  International Civil Service Commission (ICSC)  High-Level Committee for Management (HLCM)  HR Network  Joint Pension Board  UN General Assembly  Inter-Agency Security and Management Network (IASMN)  Other |

1. See Annex IV [↑](#footnote-ref-1)
2. See Annex V [↑](#footnote-ref-2)