

## DRAFT REPORT OF THE STANDING COMMITTEE ON STAFF-MANAGEMENT RELATIONS

### Introduction

1. The Standing Committee on Staff-Management Relations (SMR – see Appendix 1 for participants) met on 24 February 2022 (virtual session), on 26, and 27 April 2022 (hybrid sessions), where it elected Annarita Palumbo (UNGSC) as Rapporteur, and addressed its agenda.

### Activities in 2021

2. SMR discussed the actions taken to implement the [decisions](#) of the 74<sup>th</sup> FICSA Council related to staff-management relations.

### Standard form on arrangements for staff associations

1. SMR's working group had created a questionnaire/form to monitor the development of the position of staff associations within their organizations and to observe trends. The form would be sent on an annual basis, before the start of the Council. For the form sent in 2022, the completion deadline was in February and collected data would be processed shortly. The form's content would be improved in the coming years to provide better statistics about staff associations' relationship with management within their organizations.

### Recommendation

2. **SMR recommended that the FICSA Secretariat should make the form created by SMR on arrangements for staff associations (facilities and support provided to staff associations by organizations) available on the website to all FICSA members to complete before each FICSA Council.**

### Cost-sharing for release of FICSA officers

3. The FICSA President reported that the outstanding item seemed to have been successfully resolved just before the end of 2021, when the status had changed dramatically. Since then, FICSA had appreciated the support of UN Assistant Secretary-General for Human Resources Martha Lopez, who had contacted every single administration of the FICSA members, asking them to join the cost-sharing strategy, or provide a reason for not doing so. This approach had proved to be effective.

## **Recommendation**

**4. SMR recommended that the FICSA Secretariat should post the official cost-sharing agreement for release of FICSA officers on the [website](#).**

## **Implementation of 60 days accrued leave upon separation**

5. Some organizations deviated from that rule by forcing their staff to take 30 days leave and allowing only 30 days to be paid upon separation.

6. The FICSA President reported that there had been not yet been an occasion to bring the issue to the attention of HLCM. While the subject was not on HLCM's agenda the for the upcoming session in early April or any of its working groups, members having issues with the best practice should ask the FICSA Secretariat for support.

7. In the ensuing discussion, participants suggested that the organizations having problems with the 60-days best practice investigate the reason for the decision, before submitting the case to the FICSA Secretariat. Some organizations had considered introducing a lump sum or a severance payment to be rewarded upon separation, based on the years of service.

8. The FICSA President clarified that a severance payment indeed existed in the UN regulations, for after five years of service and even for separations by mutual agreement. Those packages were a standard across the UN system, and negotiable under certain conditions. She stressed the importance to safeguard the available benefits and entitlements and for staff representatives to educate themselves on the issue to be able to advocate, protect and defend said benefits and entitlements within their respective organizations.

9. FICSA's formal position was to support up to 60-days accrued leave to be paid upon separation, while recognizing the importance of staff taking annual leave to protect their well-being. Staff associations were encouraged to safeguard that entitlement at the individual organizational level, seeking FICSA's support in doing so as required.

## **Recommendation**

**10. SMR recommended that FICSA Members should encourage staff-association representatives to educate themselves and build capacity on staff benefits and entitlements, through training or briefings, to become better able to advocate, protect and defend those benefits and entitlements within their organizations.**

## **Role of staff association/unions in organizations' handling of financial issues**

11. Staff representatives needed to be involved, or at least informed about financial aspects in their organizations, particularly in case of restructuring due to financial shortcuts, and ensure that there is an adequate budget allocation for staff management issues and for staff issues training. [FICSA Communication 57/21](#) of 16 November 2021 to all members stressed the necessity for staff representatives to take proactive steps to keep informed about the financial status of their organizations. Links to programme budgets for some international organizations were also provided, as that was public information, including useful tips on what to look for.

## **Collaboration with management on policies dealing with whistleblowing, bullying, abuse of authority and fear of retaliation**

12. At the 74<sup>th</sup> Council session, SMR had agreed to collect good practices related to bullying, misconduct and unethical behaviour. That had not been done, as the subject of misconduct was very complex; the involvement of an external specialized consultancy company might be required to prepare the survey. The FICSA Secretariat would look into the possibility to have the survey prepared via a consultancy company and whether there was a budget for it.

13. The apparent breadth of the subject appeared could pose difficulties in deciding how to address it. There were needs to narrow the scope of such a survey and to decide what to do with the results.

14. The FICSA President suggested that SMR reintroduce the subject at the next session, and discuss what exactly to achieve, the scope and terms of reference for the survey. If SMR then wished to pursue it using FICSA resources, an official request with an estimate of the budget would need to be submitted to FICSA's Standing Committee on Programme Budget, Administration and Strategy.

15. In view of the difficulties in preparing a survey, SMR agreed to drop the idea for the present and seek to obtain information on lessons learned: how organizations handled any kind of harassment.

### **Recommendation**

**16. SMR recommended that the FICSA ExCom should request members to share lists of actions, mechanisms, processes and best practices in how organizations address any kind of harassment.**

## **Report on meeting activities**

### **Staff engagement survey (the know-how, methodology, envisaged outcome)**

17. The Staff engagement survey measured satisfaction of staff in an organization and identified things to change, and thus improve staff's working conditions. It could be launched by the management or by staff associations. Having great experience in survey preparation, UNESCO Institute Office for Statistics colleagues (UIS-STU), Ms Maria Helena Capelli and Ms H  l  ne Tran were invited to demonstrate their know-how.

18. Their presentation (Appendix 2) covered the general introduction, such as reasons for surveys, methodology, type of questions, envisaged outcome, response rate (around 77% in average) as well as the technical parts (tools used, main outputs, timeline, questionnaire design, and practical demo of Google Forms and Piktochart).

19. UIS-STU launched surveys to obtain staff issues and perceptions; staff engagement was measured to ensure a productive and positive work environment, to have a collaborative process with the administrations to solve problems that arise, and to have the staff voice heard. Results were distributed to all staff members, to governing boards members, to the ethics team and medical officer, to the administration and HR.

## **Requirement for an agreement at each organization**

20. A memorandum of understanding (MoU), also known as a cooperation or recognition agreement, formalized the arrangement between a staff association and its organization/management. A number of staff associations did not have a valid recognition agreement in place.

21. Participants agreed that the MoU or any other form of recognition and cooperation agreement was a must, as it not only officially recognized the staff associations, but also determined its responsibilities, commitments and obligations, rights and means of engagement (meetings), interaction procedures, as well as any financial support.

22. A number of delegates shared their experiences with the agreements drafted, delays experienced in the signing process, lack of signature or compliance, or still having fair collaboration with the management without an existing agreement. Appendix 3 comprises a copy of a staff association's agreement from 1982; though it might be perceived as obsolete, it serves the purpose and captures the main means of recognitions and cooperation. The summary report on submission of questionnaires on staff-association arrangements, to which 23 members had responded, would be accessible on FICSA website under staff–management relations.

## **Recommendation**

23. **SMR recommended that the FICSA ExCom should:**

- **update the database of the MoUs/cooperation or recognition agreements between staff associations/unions and organizations collected from its membership; and**
- **urge member to inform FICSA of any changes to existing agreements, so that they could be included in the database; and**
- **recommend members to use the standard template or model document of an agreement as a resource.**

## **Latest updates**

24. Participants reported on the status of staff–management relations in their organizations, and changes for the better or worse. For example, restructuring cause massive disruption, but staff representatives had been invited for the first time to the management team's retreat. Several staff associations were working for more transparent communications between management and staff. Recently, two staff associations had initiated a formal appeal process against the failure of their organizations to respect their recognition agreements. Financial pressures had created a deteriorating situation between management and staff in one organization. Problems were reported with HR processes. Finally, ongoing issues in another organization where the flexible or hybrid working modalities and the effects of Brexit on staff were discussed. Affected members should liaise with the FICSA Executive Committee to write a letter to the senior management

## **Imbalance in the management of overtime across organizations**

25. Overtime compensation appeared to be treated differently among organizations; there was a necessity to establish some baseline of current practice in the UN common system. Delegates shared their experiences. Overtime compensation was often a matter of arrangement with supervisors, being treated as an unofficial time compensation, with the supervisors generally not in favour of authorizing it. Also, when on mission, the DSA was commonly seen as a compensation for overtime, and that should not be the case. Conditions appeared to vary widely between organizations, as did practices applied to GS and P staff.

### **Recommendation**

26. **SMR recommended that the FICSA ExCom should collect all policies related to overtime from the FICSA membership, so that SMR core group could carry out necessary analysis and discuss at the 2023 Council.**

## **Nomination of SMR officers and core group members**

27. The following delegates were nominated as Standing Committee officers:

- Viera Seben (ICAO) as Chair
- Annarita Palumbo (UNGSC) as Vice-Chair
- Shereen Barry (IMO) as Vice-Chair

28. The following participants in the SC were nominated as members of the core group:

- Susan Murray (FAO/WFP-UGSS)

## **Appendix 1. Participants**

### **Officers**

Chair	Viera Seben (ICAO)
Vice Chair	Tracy Tollmann (UNFCCC)
Rapporteur	Annarita Palumbo (UNGSC)
FICSA President	Tanya Quinn-Maguire (UNAIDS)
FICSA General Secretary	Cosimo Melpignano (UNGSC)
FICSA ExCom members	Veronique Allain (SCBD), Kay Miller (WHO/EURO), Pilar Vidal Estevez (WHO/PAHO)
FICSA Regional Representative	Anthony Ndinguri (ICAO)

### **Staff association/union**

AP-in-FAO	Jakob Skoet, Florence Tartanac
FAO/WFP-UGSS	Kirby O'Malley, Marc Brown, Dina Franchi
IAEA	Erik Glass
ICAO	Marisa Collis
IMO	Shereen Barry
OSCE	Natalia Nechytaylo, Milan Jelenkovic
PAHO/WHO	Glenda Moreira Lopez, Claudia Pescetto, Daniela Cracel
UNAIDS	Andrea Palazzi
UNESCO	Mary Mone, Elia Matias
UNICTF	Maria del Rocio Martin
UNGSC	Cosimo Chimienti, Annarita Palumbo, Alessandra Marcorio
UNIDO	Osadolor Akpata, Steven Eales
UPU	Birahim Fall, Szymon Pisarek
WHO/AFRO	Hamidou Bague,
WHO/EURO	Oleksandr Martynenko, Tyrone Sy
WHO/GSC	Sharifah Asmaa Alwee Aljuned
WHO/HQ	Daniela Salmon
WHO/SEARO	Ritesh Singh

WHO/WPRO

Jasmine Vergara

**Members with associate status**

CTBTO

Maria Zelda Rojas

OPCW

Alberto Fernandez, Linda Mayo

**Member with consultative status**

EMBL

Maria Cerezo

**Member with observer status**

FUNSA Guinea

Lucie Gnongo Beavogui, Virginie Beavogui

## Appendix 2. Staff Engagement Survey – Presentation by UIS-STU:



### Sharing the UIS-STU experience: 5 years of staff engagement surveys

FICSA, Vienna meeting  
26 April 2022  
Maria Helena Capelli Miguel and [Hélène Tran](#)

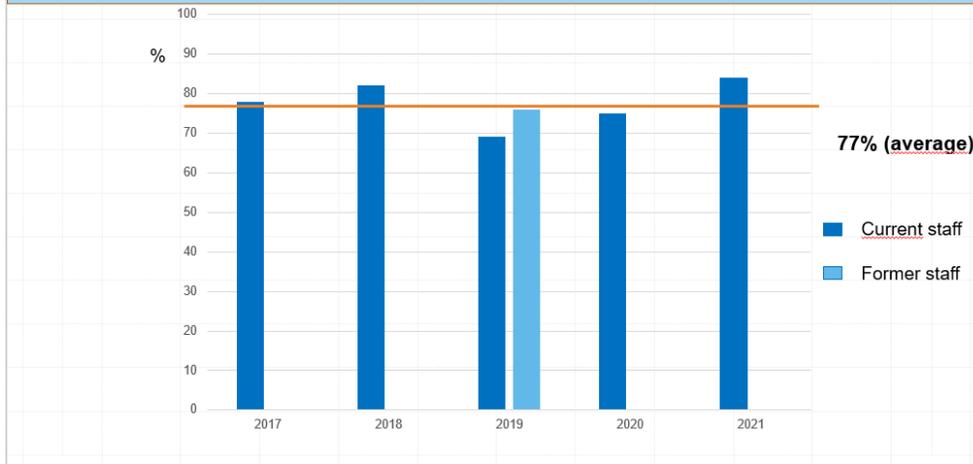
#### Overview

- The UIS-STU experience with staff surveys
  - Our context: why we do surveys & its main purpose
  - Overview of the past 5 years of surveys
  - Common issues we faced with staff surveys
- The main outputs from the staff survey
- Some tips and suggestions
  - The tools used
  - The survey cycle: from design to analysis
  - Questionnaire design
- Demo of Google Forms & Piktochart

#### The context at the UNESCO Institute for Statistics

- Why did we launch staff surveys?
- Why measure staff engagement?
- What is the main purpose of our staff surveys?

## Response rates to the UIS-STU surveys (2017-21)



## Common issues we faced with staff surveys

- Response rates
- Confidentiality and anonymity concerns
- Impartiality of questions asked (ie « leading questions »)
- Management perception

## The main outputs from the staff survey

- Each year we send out the results in 3 formats:
  1. Infographic – key findings - visual representation of the results
  2. Executive summary (max 2 pages) with priority issues and background information
  3. Results to every question

# The main outputs from the staff survey (2)

### Infographic

**STU-UIS Staff Survey Results Summary**  
November 2021  
37 Responses (84% Response Rate)

**UIS-MONTREAL 20th ANNIVERSARY**

- September 2021 marks the 20th anniversary of UIS-Montreal.
- In November 1999, Member States voted to create the UIS during the 30th session of the UNESCO General Conference.
- UIS formally opened its doors in Montreal, Canada in 2001.
- UIS Director, Denise Levesley, and a small group of 35 people, with no computers or calculators, to embark on a journey of building the UIS as the institutional reference for global statistics in the fields of education, science and technology, culture and communication surveys, alongside efforts towards capacity building and system strengthening.

Source: UIS/CIB/WIS, October 2009

**STAFF OVERVIEW**

UIS staff numbers have declined by 52% since 2015

Year	Staff Count
2015	197 staff
2021	48 staff

Distribution of UIS staff, by level

Year	Staff Count
2015	197 staff
2021	48 staff

### Executive summary

**Results of the UIS staff survey 2021**  
11 November 2021

UNESCO Staff Union (STU), local section at the UNESCO (STU-UIS)

This document provides the supporting documentation to the 2021. It outlines the detailed results to all survey questions. For confident the free expression of participants, a majority of the comments have 1 comments were included in the infographic to illustrate the points of view.

This is the fifth annual STU-UIS staff survey. The survey was launched responses were collected, compiled and analysed using Google Form or not, in Montreal or in the field, were invited to respond. Thirty-six collected, representing an 84% response rate.

**Main findings of the 2021 UIS staff survey:**

- Majority of staff (70%) are not at all confident in the ability to make UIS successful.
- 65% describe the general ethical climate at the UIS as "very poor".
- 0% of UIS staff agree that bullying and harassment are taken as effective mechanisms for dealing with it.
  - In comparison, in the UNESCO 2021 Global staff survey believe that bullying and harassment are taken seriously as effective mechanisms for dealing with it.
- 5% of UIS staff believe that UIS cares about its employees' well-being.
  - In comparison, in the UNESCO 2021 Global staff survey believe that UNESCO cares about its employees' well-being.
- Majority of staff (73%) have serious concerns about the financial situation of the UIS.
  - Regarding UIS' fundraising strategy for core activities:
    - 32% strongly disagree that they have a clear understanding of the strategy.

### Answers to each question

**2a. Working from home has increased my stress levels**  
37 responses

**2b. Additional comments**  
11 responses

**3a. Overall, I enjoy working from home**  
37 responses

**3b. Additional comments**  
7 responses

## The tools used

- Google Forms to collect and analyse the data
  - Collaborative
  - Free
  - Summary of responses, pie charts automatically created
  - Another free option: Survey Monkey
- PiktoChart
  - Or other free ones like Canva, Infogram, Visme etc.

## Survey cycle: from design to analysis

- Goal: to be ready in time for annual UIS Governing Board meeting (November)
- Total time needed - about 2 months
- Questionnaire design – focus on content: 1-2 weeks
- Entering questionnaire in Google Forms: 1 day
- Testing questionnaire – focus on technical: 1 week
- Administering the survey (send out to all staff): 2 weeks
- Analysis: 2-3 weeks
  - Analysis of results
  - Make infographic with key findings
  - 2-page executive summary of key findings
  - Annex - document with all results to each question

## Questionnaire design – some guidelines

- At most 20 questions (multiple choices, comments)
- Time to complete should not exceed 20 minutes
- Cover the most important issues from staff perspective
- Reuse questions to measure improvement over time
- Use Likert scale questions
  - This is used to measure attitudes and opinion
  - Five point scale which is used to allow the individual to express how much they agree or disagree with a particular statement.

## Likert scale

I love basketball



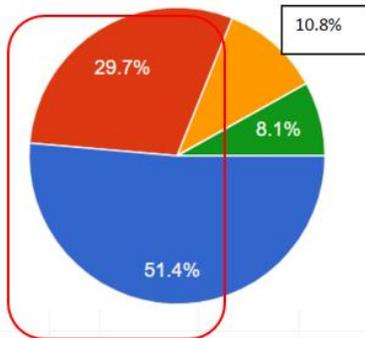
## Likert scale examples

Response Set	1	2	3	4	5
Frequency	Never	Rarely	Sometimes	Often	Always
Quality	Very poor	Poor	Fair	Good	Excellent
Intensity	None	Very mild	Mild	Moderate	Severe
Agreement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Approval	Strongly disapprove	Disapprove	Neutral	Approve	Strongly approve
Awareness	Not at all aware	Slightly aware	Moderately aware	Very aware	Extremely aware
Importance	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Familiarity	Not at all familiar	Slightly familiar	Moderately familiar	Very familiar	Extremely familiar
Satisfaction	Not at all satisfied	Slightly satisfied	Moderately satisfied	Very satisfied	Completely satisfied
Performance	Far below standards	Below standards	Meets standards	Above standards	Far above standards

## Likert scale examples (2)

3a. Overall, I enjoy working from home

37 responses



- Strongly agree
- Somewhat agree
- Neither agree or disagree
- Somewhat disagree
- Strongly disagree

Overall, 4 in 5 staff enjoy working from home



=81.1%

Demo of Google Forms and Piktochart

Thank you!

Maria Helena Capelli Miguel  
Hélène Tran

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Secretariat

ST/AI/293  
15 July 1982

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ADMINISTRATIVE INSTRUCTION

To: Members of the staff

From: The Under-Secretary-General for Administration,  
Finance and Management

Subject: FACILITIES TO BE PROVIDED TO STAFF REPRESENTATIVES

Definition

1. The term "staff representatives" shall mean staff members of the United Nations who have been duly elected to a Staff Council or corresponding staff representative body in accordance with the Staff Regulations and Rules.
2. The functions of staff representatives are official. Staff representatives shall have the same rights, duties, obligations and privileges as other staff members of the United Nations under the Staff Regulations and Rules and shall enjoy protection against any discriminatory treatment or prejudicial action based on their status or activities as staff representatives.

Facilities to be afforded

3. Staff representatives as well as staff representative bodies shall be afforded such facilities as may be required to enable them to carry out their functions promptly and efficiently, while not impairing the efficient operation of the organization. The precise nature and scope of the facilities to be provided at each duty station shall be determined in accordance with the procedures set out in chapter VIII of the Staff Rules.
4. Facilities for the holding of meetings duly convened by staff representatives, including general meetings, Staff Council meetings, Staff Committee meetings and Unit meetings, shall be provided, to the extent possible.
5. Each Staff Council, Staff Committee or corresponding staff representative body shall be provided with secretarial assistance, office space and supplies as may be necessary for the proper discharge of their functions.

6. Each Staff Council, Staff Committee or corresponding staff representative body shall be accorded facilities for reproduction and distribution of notices, bulletins and other documents required for the proper discharge of their functions. The provision of such facilities shall be subject to the procedures governing requests for internal reproduction and distribution of documents.

7. Each Staff Council, Staff Committee or corresponding staff representative body may have its notices or bulletins posted at spaces or on bulletin boards especially designated for that purpose.

8. Each Staff Council, Staff Committee or corresponding staff representative body shall have use of telephone and cable communication facilities subject to the procedures governing requests for such services, budgetary considerations and any necessary security arrangements. Authority to sign cables and initiate calls shall normally be delegated to an officer designated by the Staff Council or by the staff representative body at the respective duty station.

Official time for staff representational activities

9. Staff representatives shall be entitled to attend established meetings of the Staff Council or corresponding staff representative body. Staff representatives shall also be granted reasonable official time to attend meetings of related bodies or to represent the staff in joint advisory bodies, including standing committees, working groups, etc. The proportion of official time spent by staff members on representational activities should not be unreasonable in relation to the carrying out of assigned duties.

10. The President or Chairman of the Executive Committee of each Staff Council or corresponding staff representative body at New York, Geneva, Vienna, Addis Ababa, Baghdad/Beirut (ECWA), Bangkok, Nairobi and Santiago shall, if he/she wishes, be released from assigned duties during his/her term of office, as follows:

(a) Full-time release, if the number of staff members represented is 1,000 or more;

(b) Half-time release, if the number of staff members represented is less than 1,000, except that in the latter case, should circumstances warrant, full-time release may exceptionally be authorized, such release to be determined in accordance with the procedures set out in chapter VIII of the Staff Rules.

11. Other members of the Executive Committee should be afforded the necessary time required for them to carry out their functions promptly and efficiently. The details of such arrangements are to be determined in accordance with the procedures set out in chapter VIII of the Staff Rules.

12. Staff representatives duly designated to attend intra-organizational, interorganizational or intergovernmental meetings shall be placed on official duty status for the time required to attend such meetings, including appropriate travel time.

/...

13. Staff members duly designated or elected by the Staff Council, Staff Committee or corresponding staff representative body to perform representational functions may be accorded such facilities as may be required to perform those functions under arrangements to be determined in accordance with the procedures set out in chapter VIII of the Staff Rules.

14. Disagreements concerning the implementation of the above provisions shall be discussed and resolved in accordance with the procedures set out in chapter VIII of the Staff Rules.

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