

REPORT OF THE STANDING COMMITTEE ON STAFF–MANAGEMENT RELATIONS

Introduction

1. The Standing Committee on Staff–Management Relations (SC – see Appendix 1 for participants) met four times to address its agenda, on 6 February 2024 (virtual session) and 27– 29 March 2024 (hybrid sessions) to discuss best practice with respect to the terms and conditions of staff associations, legal entity of staff associations/unions and knowledge transfer and capacity building of new staff representatives. It elected Magde Nikolovska-Jilke (UNIDO) as rapporteur.
2. The Standing Committee noted that all relevant [decisions of the 76th session of the FICSA Council](#) had been implemented. In particular, the Standing Committee had established a joint working group with the Standing Committee on Social Security/Occupational Health and Safety to develop a toolkit for staff representatives to use in dealing with issues related to harassment, sexual harassment, retaliation, and abuse of authority. The draft toolkit had been developed and the working group would now complete the guidelines on its use.

Best practice with respect to the terms and conditions for staff associations

3. The Standing Committee reviewed various best practices concerning the terms and conditions of staff associations in different organizations. These practices encompassed a range of elements, including staff release time, financial and travel support, secretarial support and access to government bodies, all aimed at enabling staff representatives to carry out their roles effectively. Notable examples were highlighted, such as the comprehensive agreements which included provisions for a full-time ombudsman, technical officer focusing on workplace culture, and a memorandum of cooperation with management outlining support mechanisms.
4. Challenges were also addressed, such as the need for staff issues to hold precedence in agendas. Emphasized was the importance of effective communication and consultation between staff associations and management. Instances where management support was critical for staff well-being and engagement were illustrated, along with strategies for effective engagement with management. These discussions underscored the significance of collaborative efforts between staff associations and management in fostering a conducive work environment.

Conclusion

5. **The Standing Committee emphasized the importance of analyzing annual survey data from the FICSA membership regarding the terms and conditions of staff associations, and would request assistance from the FICSA Executive Committee to form a working group to identify essential elements and**

develop a checklist for drafting terms of cooperation to support negotiation with the management. The checklist would be attached to the FICSA's model of recognition agreement.

Legal status of staff associations/unions within the UN system with regard to financial activities

6. During the discussions regarding the legal status of staff associations/unions and their financial activities at the 77th FICSA Council, various challenges and best practices were shared. Representatives emphasized the necessity of proper documentation and recognition agreements with organizations to facilitate the establishment of bank accounts, particularly when dealing with national banks.
7. Caution was advised, however, regarding investment activities, with reminders that associations typically operated as non-profit entities. Methods for membership management were discussed, including opt-out models and consent procedures.
8. Practical challenges with bank procedures and signatories were highlighted, along with strategies to navigate these issues, such as maintaining clear communication channels with legal departments and ensuring smooth transitions in signatories.
9. Initiatives to promote membership and fundraising, such as merchandise shops and events, were shared, underlining the diverse approaches organizations undertake to support their staff associations/unions. Recommendations were made for maintaining documentation, including existing memorandums of understanding (MoUs) and support letters, to streamline banking procedures and ensure continuity in financial activities. Overall, the discussions highlighted the importance of proactive management and legal compliance in sustaining the financial operations of staff associations/unions, as well as possibility to seek advice from the Standing Committee on Legal Questions.

Recommendation

- **The Standing Committee recommended that the FICSA Executive Committee should continue emphasizing the importance of staff associations/unions' having a signed memorandum of understanding or recognition agreement with the administration.**

Latest updates

10. During the discussions regarding the latest updates representatives emphasized the importance of capacity-building training for staff representatives, particularly focusing on negotiation skills and knowledge transfer. The challenges noted included difficulties in attracting participants for training sessions, which were attributed to late advertisement and lack of proactive engagement in promoting those opportunities. Strategies for effective knowledge sharing were discussed, including the use of technology platforms such as MS Teams and webinars, as well as the implementation of mentoring programs and induction sessions for newcomers. The importance of maintaining thorough documentation, including minutes of meetings, and ensuring confidentiality by anonymizing statements in reports shared with staff were emphasized.
11. Overall, the discussions underscored the need for continuous improvement in capacity-building and knowledge-sharing initiatives within organizations, with FICSA playing a central role in facilitating these efforts. SC reaffirmed the importance of knowledge sharing/transfer and called for the establishment of a Working Group to develop materials/tools to assist newly-elected staff representatives in their new roles.

Recommendation

- **The Standing Committee recommended that the FICSA Executive Committee and Secretariat should proactively advertise, organize and conduct online or prerecorded orientation training sessions/webinars for newly elected staff representatives, working within the available budget, resources and using in-kind contributions from members.**

Nomination of officers and core group members

12. The following delegates were nominated as officers:

- Viera Seben (ICAO) as Chair
- Shereen Barry (IMO), Anita Stefin (WHO/EURO), Neddy Mafunga (WHO/HQ) and Jaswinder Mann Jussoan Singh (WHO/GSC) as Vice-Chairs.

13. All the SC members present were members of the core group.

Appendix 1. Participants

Staff association/union

AP-in-FAO	Vanda Ferreira Santos, Wadzanai Garwe
FAO/WFP-UGSS	Dina Franchi, Emanuela Di Teodoro
IAEA	Anthony Alozie, Monica Wanjiku Hepp
IMO	Shereen Barry, Fola Odulana
IOM	Gabriella Garcia Castillejos
OSCE	Nizar Zaher
SCBD	Véronique Allain
UNAIDS	Tlotliso Monaheng
UNIDO	Magde Nkolovska-Jilke
UNESCO	Federica Delconte, Denis Pitzalis
UPU	Franck Landauer, Stéphane Vuillemin
WHO/HQ	Neddy Mafunga
WHO/AFRO	Harris Benito Koubemba Mona, Sitembekile Nyengera
WHO/EURO	Anita Stefin
WHO/GSC	Jaswinder Maan Jussoan Singh, Shiamalarani Varathan
WHO/SEARO	Ravinder Kumar
WHO/WPRO	James Howlett

Members with Associate Status

CERN	Catherine Regelbrugge
CTBTO	Khalil Madhoun, Moshir Kyrollos
OPCW	Oksana Tyshchenko, Begimai Sataeva

Members with Consultative Status

EMBL	Maria Cerezo
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