

## REPORT OF THE STANDING COMMITTEE ON HUMAN RESOURCES MANAGEMENT

### Introduction

1. The Standing Committee on Human Resources Management (HRM – see Appendix 1 for participants) met virtually on 18 February 2026, and in person on 24 and 25 February 2026 to address its agenda.

### Closing of previous year's index of decisions

2. HRM reviewed the decisions, recommendations and deliverables determined by the 78<sup>th</sup> Council in [document FICSA/CIRC/1380](#). The terms of reference for HRM's Permanent Technical Committee on Non-Regular Contracts had been finalized. A decision on operationalizing that Committee was expected during the 79<sup>th</sup> Council.
3. During the 78<sup>th</sup> Council, HRM was reminded of the High-Level Committee on Management (HLCM) activities to develop policy on artificial intelligence (AI) and the full scope and requirements of such a policy, which were determined by the HLCM working group on AI, and were revised during the 79<sup>th</sup> Council.
4. FICSA agreed that there was a need to support the development of and identify existing virtual training modules dealing with AI, its impact on the working culture, and the adaptability of staff to new disruptive technologies.

### Issues related to AI

5. After reviewing normative literature and definitions and emphasizing the ethical use of AI, while referencing the United Nations (UN) Secretary-General's bulletins on data protection and confidentiality ([ST/SGB 2007/6](#) and [ST/SGB 2024/3](#)), HRM collected feedback on the use of modern AI tools and new technologies, as well as the most prominent concerns expressed by staff, management and stakeholders. It identified the following five most pertinent issues to be addressed:
  - a. positive effects, such as enhanced productivity and efficiency, support for accessibility and inclusion, and facilitation of administrative tasks (writing minutes, drafting texts, and multiple data analyses);
  - b. the need to defend the significance of the role of international civil servants despite AI, which included: avoiding job loss; preserving institutional knowledge, professional judgement and accountability; and preventing management from using AI to justify post-reduction and considerably increase workloads;
  - c. the potential misuse of AI, mostly for translation and in the context of applicants with limited or no knowledge using AI to obtain jobs;

- d. the need to consider the risks related to intellectual property and confidentiality; and
  - e. the need to take a human-centred approach to the use of AI, which takes into consideration ethical use, accountability and policy frameworks; to provide staff with organizational policy, training and guidance in line with FICSA recommendations.
6. HRM assessed the professional impact of new technologies based on relevance, ethical considerations and long-term trends, aligning these considerations with the [UN 2.0](#) programme. It considered approaches in which staff representative bodies should move from a reactive to a proactive position.

## Conclusions

- **HRM would explore the possibilities to frame the use of AI in organizations and make proposals in that direction.**
- **In parallel with the work of the FICSA Executive Committee to encourage the establishment of an AI awareness framework within each organization, HRM should establish a community of practice to develop a common reference document supporting member associations in their discussions with management. The document should draw on existing UN system policies and emphasize the human-in-the-loop approach, job protection, prevention of workload intensification and other key issues such as data ownership, intellectual property, and accountability.**

## Recommendation

- **HRM recommended that the FICSA Executive Committee look into developing guiding principles and materials to representatives through its website that include formal suggestions that can be used in dialogue with administrations. They should equip staff representatives with the knowledge to support the creation of AI awareness frameworks within each organization. The framework should promote the creation of a structured AI awareness-generation system for staff. The initiative should be scalable and adaptable across organizations, allowing for contextual flexibility while maintaining common principles and objectives. The awareness-generation system may work as follows:**
  - **a general workshop led by subject-matter experts, using a train-the-trainer approach;**
  - **follow-up awareness sessions delivered by workshop participants and internal facilitators to cascade the learning across the organization; and**
  - **webinars and online activities to be attended regularly.**

## Representing non-regular employees

7. HRM reviewed the recurring agenda item of representing non-regular personnel (e.g. consultants and affiliate staff), in light of the growing structural reliance on non-regular contractual modalities across the UN common system, particularly amid budget constraints and workforce restructuring. Progress was noted in some organizations, especially where structured dialogue with senior leadership and human resources (HR) units led to more coherent consultant representation. Benefits included:
- a. more consolidated or direct representation models;
  - b. reduced misinformation and parallel advocacy;
  - c. improved trust and communication; and
  - d. participation in key organizational events.
8. Representation models, however, remained uneven across organizations, ranging from direct representation to observer status or informal collaboration, to exclusion from recognition agreements,

creating legal and representational gaps. HRM reaffirmed the principle of freedom of association, referencing recommendations

9. [Review of the use of non-staff personnel and related contractual modalities in the United Nations system organizations](#) of the Joint Inspection Unit of the UN System encouraging organizations to facilitate affiliation of different personnel categories. Despite progress, significant structural concerns remain:
  - a. lack of transparency and consistency in fee structures;
  - b. absence of pension, health insurance and social protection for most consultants;
  - c. increasing precarity of employment through procurement-based contracts, volunteers, secondments and trust-funded personnel;
  - d. workforce volatility, hiring freezes and unequal policy application;
  - e. legal and representational gaps due to exclusion from recognition agreements;
  - f. terminology inconsistencies leading to misclassification and erosion of international civil service principles; and
  - g. risks related to intellectual property, accountability, ethics and operational continuity.

## Conclusions

- HRM would support the proactive approach to use representations models through structured engagement.
- HRM would draft a reference document consolidating relevant recommendations of the Joint Inspection Unit of the UN System, best practices from UN organizations, clarifying terminology and considering risks.
- HRM would continue treating non-regular employee representation as a standing agenda item, ensuring proactive engagement with the emerging trends across the UN system.

## Recommendations

- HRM recommended that the FICSA Executive Committee should support structured dialogue with the administrative divisions of UN organizations on the representation of affiliate personnel.
- HRM recommended that the FICSA Executive Committee should conduct a comparative review of the existing association models (through surveys), taking into consideration integration, parallel association, observer status and hybrid approaches.
- HRM recommended that the FICSA Executive Committee should develop a guidance for member associations to engage management constructively to address the fees transparency and market alignment for consultancy contracts, to promote voluntary social protection mechanisms, to prevent the misuse of consultancy modalities and to manage representational balance and statutory disparities.

## HR trends and practices across organizations

10. HRM's discussion on recent HR trends across organizations focused on workforce reductions, management strategies, restructuring processes and support measures for staff during transitions; those were taking place in the broader context of financial constraints, efficiency

measures and system-wide reform initiatives, including internal restructuring exercises related to the [UN80](#) initiative.

11. HRM identified five main developments:

- a. workforce reduction and post cuts, which included: post reductions driven by budget pressures, efficiency measures and restructuring processes in several organizations with, in many cases, reductions affecting vacant posts without resulting in staff separations;
- b. cross-training and professional development opportunities as key tools to strengthen staff mobility and competitiveness, along with collaboration with management to provide effective support to staff during transitions;
- c. organizations' initiatives to enhance internal mobility, including lateral movement projects and structured reassignment frameworks, in order to facilitate redeployment, retain institutional knowledge, strengthen workforce resilience and reduce separation risks;
- d. the crucial role of staff unions in ensuring transparent, fair and equitable processes for staff affected by restructuring; and
- e. the continuing importance of funded time release for staff representatives.

12. HRM reiterated the importance of adequate, funded time release arrangements to enable effective staff representation. That was particularly critical during restructuring, when consultation demands, monitoring responsibilities, communication needs and participation in review panels increase significantly.

### Conclusion

- **HRM encouraged staff associations to remain proactive and engaged in: monitoring equity and transparency; safeguarding procedural fairness; advocating mobility and training mechanisms; and ensuring meaningful participation in decision-making processes.**
- **HRM would establish a community of practice to enable continuous exchange among staff associations, fostering the sharing of experiences, opinions and best practices on fairness in post distribution and lateral mobility across organizations.**

### Recommendations

- **HRM recommended that the FICSA Executive Committee should continue collecting comparative information on restructuring practices and redeployment mechanisms across UN organizations.**
- **HRM recommended that the FICSA Executive Committee should advocate for structured training and professional certification support as part of workforce planning, and explore system-wide partnerships or negotiated fee arrangements.**
- **HRM recommended that the FICSA Executive Committee should reaffirm the need for funded time release for staff representatives as a critical component of effective representation during periods of restructuring.**

### Nomination of officers and core group members.

13. HRM selected the following panel of co-chairs for 2026:

- Dina Franchi (FAO) and Alessandra Marcorio (UNGSC) as co-chairs
- Pamela Tejada (PAHO/WHO) as Vice-Chair
- Benjamin Hervé (IMO) as Rapporteur.

## **Appendix 1. Participants**

Interim Chair/Coordinator

Alessandra Marcorio (UNGSC)

Co-Chair

Dina Franchi (FAO/WFP)

### **Staff association/union**

AP-in-FAO

Mariangela Bagnardi, Farid El Haffar

FAO UGSS/WFP

Susan Murray, Luca Vecchia, Enzo Giorgio Lalli

IAEA

Daniela Panzenboeck, Fernand Agbogbe

ICAO

Marissa Collis, Sven Halle

IFAD

Monica Buggi

ILO ITC

Eiman Elmasry

IMO

Shereen Barry

UNESCO

Federica Delconte, Denis Pitzalis

UNFCCC

Rogier Van der Haagen, Sarah Klinghammer

UNICTF

Rocio Martin

UNIDO

Steven Eales, Osadolor Akpata

UN Tourism

Yang Li

UPU

Birahim Fall, Magali Vifian, Oksana Nobile

PAHO/WHO

Pamela Tejada

WHO/AFRO

Arlette Ossere Okopoue

WHO/EURO

Antonella Biasiotto, Anita Stefin

WHO/HQ

Catherine Kirorei Corsini, Nicole Valentine, Rosa Alianelli

WHO/WPRO

Raymund Antiola, James Howlett

WMO

Vanessa Mazarese

### **Members with associate status**

CERN

Flavio Costa

CTBTO

Paola Monroy, Todd Vincent

Green Climate Fund

Caroline Vassighi

OPCW

Annette Holden, Oksana Tyshchenko, Miguel Oubina

### **Members with consultative status**

EMBL

Katarzyna Marciniak

WIPO SC

Sherine Greiss, Faizan Ul Haq