

---

FICSA/C/73/HRM/CRP.1  
Provisional agenda item 11(b)  
2 x 1.5 hours

Session 1: 11 Feb 2020 @ 8:30 – 10:00 in Conf Room 6-8  
Session 2: 11 Feb 2020 @ 13:45 – 15:15 in Conf Room 6-8

## STANDING COMMITTEE ON HUMAN RESOURCES MANAGEMENT

### Provisional Agenda



**Vice-Chair: Marina Appiah**



**Chair: Lisa Villard**



**Vice-Chair: Jesus Garcia Jimenez**

1. Adoption of the agenda
  2. Election of the rapporteur
  3. Conditions for dismissal through the performance appraisal/assessment/evaluation  
[\(FICSA/C/73/HRM/Summary Sheet 3\)](#) – Marina Appiah, Vice-Chair
  4. Increase in use of non-staff [\(FICSA/C/73/HRM/Summary Sheet 4\)](#) – Jesus Garcia Jimenez, Vice-Chair
  5. Officially recording SA duties in the performance evaluation workplan)  
[\(FICSA/C/73/HRM/Summary Sheet 5\)](#) – Veronique Allain, Field Issues
  6. Organizational Restructuring - [\(FICSA/C/73/HRM/Summary Sheet 6\)](#) – Marina Appiah
  7. Workshops and other business
  8. Nomination of Standing Committee officers and core group members
-

# FICSA COUNCIL

## Standing Committee on Human Resources Management

73<sup>rd</sup> SESSION

London, 8 to 14 February 2020

### Agenda Item 3: Summary Sheet

---

 FICSA /C/73/HRM/Agenda Item 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>	Marina Appiah/WHOHQ
<b>Issue (title)</b>	Conditions for dismissal through the performance appraisal/assessment/evaluation
<b>Issue description (including reach: global versus local)</b>	<p>The paper summarizes WHO's Policy "Managing Underperformance", its implementation and its impact on the Organization.</p> <p>The topic is global as WHO and sister UN Specialized /International Organizations have similar policies which are key to understand how these are implemented in order to identify entry points for influence by Staff Associations as well as FICSA</p>
<b>Background documentation</b>	<a href="#">Conditions for dismissal through the performance</a> <a href="#">Managing Underperformance Policy</a>
<b>Action(s) requested from Standing Committee participants</b>	Received feedback from members on similar policies in their organizations and how these play out in implementation, and proposals on how we can improve existing policies so that they empower staff on the job rather than get rid of them
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	
<b>Next step(s)/specific action(s)</b>	Collate ideas from members on what else can be considered in improving the existing policies, charge staff associations with the responsibility of pushing for these with Senior Management of respective organizations and report to Members at the next council (74) on what has been achieved/challenges
<b>Timeline</b>	One year
<b>Resources required</b>	Identified by the Standing Committee

# FICSA COUNCIL

## Standing Committee on Human Resources Management

73<sup>rd</sup> SESSION

London, 8 to 14 February 2020

### Agenda Item 4: Summary Sheet

---

 FICSA /C/73/HRM/Agenda Item 4

<input type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input checked="" type="checkbox"/> For Decision	
<b>Name of submitting member(s) &amp; organization (s)</b>	Jésus Garcia Jimenez, Regional Representative for the Americas
<b>Issue</b>	Increase in use of non-staff contracts
<b>Issue description</b> (including reach: global versus local)	<p>Non-staff represent around 45% of the global UN Common System workforce. The percentages of non-staff, in relation to staff vary strongly between individual organizations and span anywhere between 10% and 70%. The use of non-staff has severe immediate and long-term consequences for these individuals, particularly where their rights to representation and participation in social care and security schemes are affected. Non-staff neither have access to their right to representation by Staff Council or other representative bodies, are not eligible to contribute to an organization's pension or health insurance scheme and cannot benefit from after service health insurance (ASHI). It is common practice that non-staff have more precarious contracts while in many cases performing the same duties. Nevertheless, these individuals fall short of being entitled to the same benefits.</p>
<b>Background documentation</b>	<p>It is important to take into account the report made by the Chief Executives Board for Coordination in 2011 (131 pages) (<a href="#">CEB/2011/HLCM/HR/21</a>), and conclusions made by the Joint Inspection Unit Geneva regarding the use of non-staff personnel in 2014 (<a href="#">JIU/REP/2014/8</a>).</p> <p><a href="#">JIU Report Short version</a>  <a href="#">Non-Staff Annex I</a>  <a href="#">Non-Staff Annex II</a></p> <p><i>.../... The findings reflect that the current system of hiring non-staff is inconsistent with international good labour practices, operates without real oversight and accountability and presents risks for the organizations .../...</i></p> <p><i>.../... It is clear that a fair solution for the non-staff personnel working for extended periods under an employer-employee relationship is to provide them with staff contracts, either short-term, fixed-term or limited to project</i></p>

	<p><i>duration. Naturally, this would come at significant financial cost, however, the Inspectors would like to clarify that organizations should not assume that the need for practical solutions overrides the obligations of the United Nations system organizations to practice what they preach and what good labour practices require.</i></p>
<p><b>Action(s) requested from Standing Committee participants</b></p>	<p>FICSA could ask its members to start discussing with their administrations the implementation of the Inspectors suggestion, respectively:</p> <p>.../... the Inspectors suggest that each organization concerned undertake an <b>analysis</b> of its own situation regarding the long-term use of non-staff and <b>prepare a plan</b> (short- to medium-term) <b>to terminate this practice</b>. This plan should contain an assessment of the financial resources required for its implementation. It should include an analysis of the current use of non-staff personnel and related policies in light of internationally accepted labour principles. The plan should also include an analysis of the level of use of non-staff, the functions and locations of long-serving non-staff personnel, the expected duration of their functions and the possible measures to be taken to address the problem. Such measures could include the establishment of staff posts to take over the functions of long-serving non-staff, the conversion of those non-staff contracts to proper staff contracts and transitional measures to allow existing long-serving non-staff to apply for vacant staff positions as internal candidates.</p> <p>.../... Organizations should <b>present this analysis</b>, together with relevant financial resource and strategic decision requirements, to their respective governing bodies. Governing bodies should consider providing the necessary support, including commensurate financial resources, in order to solve the problem of long-serving non-staff personnel, in line with good labour practices.</p>
<p><b>Expected outcome</b></p>	<p>The UNDT (United Nations Dispute Tribunal) and the ILO Administrative Tribunal are urged to investigate and document the use of non-staff and look into the determination of the existence of an employment relationship as part of its future arbitration role in appeals of non-staff employees. In doing so it should refer to ILO recommendations or the application or interpretation of national labor laws.</p> <p>It is therefore important that the executive heads of the United Nations system organizations consider revising their non-staff policies, including the definition of non-staff and the criteria for the use of non-staff, by using the employment relationship principle in accordance with relevant labour recommendations of the International Labour Organization (ILO) (R198).</p>
<p><b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE</b></p>	
<p><b>Next step(s)/specific action(s)</b></p>	<p>Approval of FICSA Resolution</p>
<p><b>Timeline</b></p>	<p>FICSA Council 2020</p>

# FICSA COUNCIL

## Standing Committee on Human Resources Management

73<sup>rd</sup> SESSION

London, 8 to 14 February 2020

### Agenda Item 5: Summary Sheet

FICSA /C/73/HRM/Agenda Item 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>	Véronique Allain, SCBD & Member of the FICSA ExCom	
<b>Issue (title)</b>	Officially recording SA duties in the staff performance evaluation workplan	
<b>Issue description (including reach: global versus local)</b>	<p>The FICSA Secretariat suggested to take the very example of the job description and performance evaluation workplan of Véronique Allain. It was a progressive build-up over a period of about ten years, in consultation with the First Reporting Officer (FRO) and the Second Reporting Officer (SRO):</p> <ol style="list-style-type: none"> <li>1) mentioning the contribution of the staff member to the overall staff welfare at SCBD, for about 3-4 years (from 2008 to 2011);</li> <li>2) a more defined role, with the change of the FRO (retirement of the previous one) and the Executive Head at the helm of the SCBD (from 2012). The staff member could include in her work plan the facilitation of the SCBD staff welfare measures and the staff-management relations, by providing advice and support to Members of the SCBD Staff Association and to Members of the Management Committee.</li> <li>3) In 2013, the creation of the SCBD Joint Staff-Management Relations Committee (JSMRC) and the contribution of the S/M became more precise: <b>Goal 3: Contribute to the overall work of the Secretariat (20%)</b> (Facilitate the staff-management relations at the SCBD and the staff welfare measures, by providing advice and support to Members of the SCBD Staff Association and to Members of the Management Committee. This includes also being involved in the work of the FICSA Federation of which the SCBD SA is a member, in different capacities with the objective to acquire more knowledge of HR policy issues, and as a member of the Joint Staff-Management Relations Committee (JSMRC) of the SCBD, to ensure the proper liaison with the Senior Management Team of the SCBD on Human Resources issues for a smooth functioning of the SCBD).</li> <li>4) Recently in 2018, a request for reclassification was submitted to UN Environment Programme (UNEP), mother-organization of SCBD, and that document included more or less the same wording as the Goal 3 above, plus a clear mention of the Federation FICSA and the work of the Staff representation body at the SCBD with the aim to further a better HR management Framework within the SCBD.</li> <li>5) Basically, how it came to being is really a matter of circumstances with changes of supervisors and Executive Heads (2012, 2017, 2019) at the SCBD</li> </ol>	

	and an official acknowledgement of the role and functions of the S/M as a solid staff representative within the office. There was no struggle on the part of the S/M for progressive inclusion of her role as staff representative.
<b>Background documentation</b>	
<b>Action(s) requested from Standing Committee participants</b>	Discuss potential opportunities for participants to include their SA work in their performance appraisals to be counted as development and work.
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	
<b>Next step(s)/specific action(s)</b>	
<b>Timeline</b>	
<b>Resources required</b>	

# FICSA COUNCIL

## Standing Committee on Human Resources Management

73<sup>rd</sup> SESSION

London, 8 to 14 February 2020

### Agenda Item 6: Summary Sheet

FICSA /C/73/HRM/Agenda Item 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>	Marina Appiah, WHO/HQ
<b>Issue (title)</b>	Organizational Restructuring (Transformation)
<b>Issue description</b> (including reach: global versus local)	There is no current policy governing how restructuring is done in WHO Topic is global but discussion is focussed on how this was done in step-wise in WHO HQ
<b>Background documentation</b>	Stepwise documents sent by HRD at each stage of the restructuring process (transformation) <a href="#">Compilation of responses to the survey on organizational restructuring experiences (2019)</a>
<b>Action(s) requested from Standing Committee participants</b>	Share experience if (restructuring /transformation) this has occurred in UN organizations that fall under FICSA. Identify similarities and differences/Lessons learned
<b>FOR THE CHAIR(S) TO COMPLETE, IF APPLICABLE:</b>	
<b>Next step(s)/specific action(s)</b>	For WHO HQ, follow up on issues that arose during the Ad-Hoc Review Committee and see to it that they are addressed transparently and fairly
<b>Timeline</b>	One year
<b>Resources required</b>	Identified by the Standing Committee