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FINANCE COMMITTEE

Hundred and Eighty-fifth Session

22 - 26 March 2021

Human Resources Annual Report

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EXECUTIVE SUMMARY

- The Committee is presented with the new Human Resources (HR) Annual Report for 2020, highlighting progress made towards the outcomes and outputs detailed in the HR strategic plan (FC 183/4), and integrating information previously provided to Members in separate documents at different points in the year, for a more streamlined and holistic approach.
- The new HR Annual report is structured in two sections. Section 1 highlights key achievements and workforce analytics. Section 2 covers the Recommendations and Decisions of the International Civil Service Commission and the UN Joint Staff Pension Board.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of the format and content of the new HR Annual report 2020, and its presentation of the progress and achievements in the HR function, as well as the updated information on its workforce analytics.

Draft Advice

- **The Committee noted the contents of the new HR Annual report and welcomed the format, as well as the information on progress made towards the HR Strategic Action Plan 2020-2021, its milestones and KPIs, in addition to the workforce analytics.**

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SECTION 1: Reporting on outcomes, outputs and achievements 2020, and Workforce Analytics

A. INTRODUCTION

HR Strategic Plan and HR Annual report

1. Achieving food security for all and ensuring people have regular access to sufficient levels of nutritious food to lead active, healthy lives is at the heart of FAO's efforts in pursuing its mandate. The vision of the Director-General is that in a changing world, innovation and collaborative efforts are needed to reach the goals of the 2030 Agenda for Sustainable Development. To that end, FAO requires people-centred HR strategies that promote a diverse and inclusive workplace that attracts, develops, and engages people of the highest calibre, who are engaged, and empowered to perform to the best of their abilities.

2. In March 2020, the new Director of the Human Resources Division (CSH) took up her functions. In accordance with the Director-General's vision and Council's recommendation,¹ her priority was the development of an HR Strategic Action Plan, which was presented at the Fall Session of the Finance Committee, and approved by the Council² in December 2020. The HR strategic plan 2020-2021 aims at putting in place the HR building blocks that will allow for long-term reform³ in support of FAO's Strategic Framework (2022-31) and make FAO a better place to work. It prioritizes initiatives and actions in direct response to recommendations made by FAO Members, Staff Representative Bodies (SRB), the Employee Survey (E2S) Results, internal and external stakeholders and oversight mechanisms, including audit requirements and FAO's Risk Register.

Outcome 1: People-centred HR policies on staffing, learning and development, diversity, inclusion, and staff wellbeing that drive a culture of engagement where staff can perform to the best of their abilities.

- 1.1. Enhanced staffing and mobility framework and practices.
- 1.2. Strengthened and enabled capability through staff development and learning opportunities, and improved performance.
- 1.3. A work environment that is diverse and inclusive where employees feel valued, engaged and have a sense of belonging.
- 1.4. A safe and healthy work environment.

Outcome 2: Stakeholder-centred communications, reporting and tools that enable timely comprehensive adoption and implementation of HR strategic actions, products and services.



3. The 183rd Session of the Finance Committee, requested a new Annual HR Report at its March 2021 session, highlighting progress made towards the HR Strategic Action Plan, milestones and KPIs, in addition to relevant workforce analytics.⁴

¹ CL 163/5 Report of the 178th Session of the Finance Committee (4 - 8 November 2019)

² FC 183/4: HR Strategic Action Plan; CL 165/11: Report of the 183rd Session of the Finance Committee (9 - 13 November 2020); CL 165/REP: Report of the Council of FAO Hundred and Sixty-fifth Session (30 November – 4 December 2020)

³ CL 165/3 Outline of the Strategic Framework 2022- 31 and Outline of the Medium Term Plan 2022-25

⁴ CL 165/11 Report of the 183rd Session of the Finance Committee (30 November - 4 December 2020)

2020 Context

4. 2020 was a year of unforeseen challenges and great changes at FAO, impacting both the HR operations and the implementation of the HR Strategic Action Plan 2020-2021.

5. The unprecedented global COVID-19 pandemic required immediate response from the Crisis Management Team (CMT), including CSH, to provide pragmatic technical expertise and guidance for managing employees during the crisis, providing business continuity, and augmenting duty of care for employee health and well-being.⁵ The challenges of operating during great changes were significant for all parts of the Organization and the management of the human resources function was no exception. It required keeping up day-to-day operations in support of staffing, learning, diversity and inclusion, health and well-being, for over 13 000 employees across the globe, while adapting and designing new ways forward.

6. At the same time, significant organizational reform and culture change had been initiated by the Director-General, driving FAO towards a new people-centred, transparent, accountable, dynamic, engaged and ethical work culture. Beyond the outputs of the HR Strategic Action Plan, CSH supported these initiatives including the headquarters restructuring, the Employee Satisfaction Survey (ES2) action planning process, the internal FAO Taskforce on Streamlining Bureaucracy and Administration, the Taskforce on the Prevention of Sexual Exploitation and abuse (PSEA) and Sexual Harassment (SH), the Integrity Network, and the Employee Recognition initiative.

7. Through this the CSH team operated with significant gaps in both specialized knowledge required, as well as senior roles to help lead and implement the reform, for the majority, in some cases all of 2020. Building up the structure of the HR team was a substantial piece of work throughout 2020, to redress the structural and capacity challenges that it had faced in the past.

8. In November 2020, the Finance Committee (CL 165/11) '*stressed the need for a flexible approach to the implementation of the HR Strategic Action Plan, in particular in the context of the COVID-19 crisis, and the need to build HR capacity*'. Notwithstanding this complicated 2020 environment, CSH is on track to deliver all the key priorities indicated to the Members (HR Strategic Plan, page 6) within the first half of 2021.

⁵ See section on safe and healthy work environment in this report for more details.

B. REPORTING ON OUTCOMES, OUTPUTS AND ACHIEVEMENTS IN 2020

I. People-centred HR policies on staffing, learning and development, diversity, inclusion, and staff well-being that drive a culture of engagement where staff can perform to the best of their abilities (Outcome I)

I.1. Enhanced staffing and mobility framework and practices

I.1.1. Key outputs

9. A number of key outputs were achieved in 2020 amidst a challenging environment both externally due to the COVID-19 pandemic, and internally due to the restructuring of the organization at headquarters.

10. After Council's approval in **July 2020, CSH supported the implementation of the new headquarters organizational model**. The new structure directly impacted over 60 staff. Effective 1 August 2020, all staff on realigned posts were successfully placed in new positions that match their skills and competencies, through a transparent process that included open communication with all staff involved, as well as with the Staff Representative Bodies. The full implementation of the new organizational structure was achieved in close collaboration with other offices (OSP, CSI, CSL, CSF)⁶ and completed by December 2020.

11. A large recruitment campaign was started in October 2020, with the objective to fill positions that were newly created, or redefined, but not matched by existing staff affected. For example, with a closing date of 31 October 2020, eight D1 and D2 positions were advertised, and active outreach pursued in order to ensure a deep pool of qualified and diverse candidates. This included outreach with FAO Members as well as advertisements in the Economist and other specialized sourcing tools and providers.

12. As part of the restructuring, the management of the **staffing of the FAOR function** moved from the previous Office of Support to Decentralized Offices (OSD) to CSH to provide a more integrated approach to senior level staffing, and the CSH staffing and mobility team has been reorganized accordingly. In addition, efforts were made to strengthen the capacity at country level, as well as the impact and the visibility of FAORs in the Countries they serve as follows:

- Promotion of 21 FAORs to P5 level; at this point in time, all fully accredited FAORs in the Organization are at the P5 level or above;
- Selection of 24 FAORs, which are currently in the accreditation clearance process or being onboarded. In filling the vacant posts, priority consideration, has been given to FAORs who have been due or overdue for normal rotation in their duty stations.

13. As part of the **mobility framework**,⁷ in 2021, guidance will be developed for FAOR roster development and a more systematic rotation of FAORs.

14. Also in support of mobility and knowledge sharing, and in coordination with the Crisis Management Team (CMT) and Office for Emergencies (OER), a **Surge capacity roster** was introduced to support country offices that need extra capacity in administrative areas - Operations, Programmes, Finance and Procurement - to address a sudden influx of work, and to respond to emergencies created by the pandemic. The roster, populated through a volunteer call for interest among all FAO staff, comprised 230 staff at the end of December. This staff roster is complementary to the existing OER roster for emergency deployments and provides for an (possibly remote) experience of up to two months in the Decentralized Offices.

⁶ See Annex Glossary for organizational entities.

⁷ Approached as a framework rather than one mandatory programme, this framework is foreseen to include a range of types of staff mobility that would meet the specific needs of FAO as a knowledge-based organization.

15. As part of the overall strategy to enhance voluntary mobility, in 2020 *interagency mobility* has shown an increase with 35 cases in total (+48 percent compared with 2019), demonstrating FAO's support and recognition of the benefits of interagency exchanges, and supporting of staff to move and share experiences within the UN system.

16. The nomination process for participation to the *UN Resident Co-ordinator (UNRC)* was reformed and for the first time eligible staff were invited to express interest. The five candidates submitted for nomination to the UNRC Assessment Centre were accepted, with FAO being the only agency with 100 percent acceptance in 2020. Out of the five candidates, two have successfully passed the highly competitive assessment and are now added to the RC candidate pool. CSH is also engaged in discussions at interagency level to revamp the RC talent management system, including a new RC leadership profile, stemming from findings that competency-based assessments are only partially indicative of leadership potential.

17. *Improved background and reference checking of candidates*, including the use of international databases, was developed and implemented in 2020. FAO promotes a civil working environment free from harassment, discrimination and abuse of power, by ensuring that thorough background checks are carried out before on-boarding any individual as a staff member. Three new checks have been added: the UN Common System SEA/SH Clear Check database, preventing re-hiring of perpetrators in the UN, Individuals listed in the INTERPOL Red Notice database, and the Security Council Sanctions list.

18. To promote more flexible and effective use of *short-term appointments* (short-term contracts at General Service or Professional level, headquarters and Decentralized Offices, the rules governing short-term appointments were revised and communicated. While employment under short-term appointments bound to a finite duration of time often resulted in loss of talent, they can now be renewed after a break in service is observed. In close coordination with the SRBs, an Administrative Circular 2020/07 on "Limits of employment for holders of short-term appointments" was issued in October 2020. Frequently asked questions and answers (FAQs) were published on the CSH intranet to provide guidance during the transition and implementation periods. The issuance of the Administrative Circular was essential as it serves as the Organization's response to and compliance with ILOAT8 Judgement 4230.

19. The Administrative Circular (AC) 2020/02 "**Improved procedures for Non-Staff Human Resources**" was issued in February 2020 and three Manual Sections were correspondingly revised, taking away many bottlenecks by identifying the right levels of authority across a range of decisions.⁹ In addition, as a result of the *AUD 0620 Audit of Non-Staff Human Resources*, completed in April 2020, a further review of the guidelines for the employment of Consultants and PSA Subscribers is being conducted, which will be published in 2021, and will include an update to reference checking procedures and breaks in service. Improved *HR reporting and tools* were also delivered including additional Taleo reports to facilitate the screening stage of the recruitment process, and an automated evaluation (Quality Assessment Reporting [QAR]) process for Consultants and Personal Services Agreement (PSA) subscribers, linked to the corporate roster¹⁰ in Taleo.¹¹ The QAR processes for interns, volunteers and fellows are also now automated in Taleo.

⁸ International Labour Organization Administrative Tribunal

⁹ For example, clearances for spouse employment, contracting retirees, National Project Personnel travel and submission of language certificates for Consultants and PSA.SBS contract holders.

¹⁰ Consultants/PSA subscribers with two consecutive positive QARs are included in the roster for selection (FC 169/9 and FC 166/9).

¹¹ Corporate recruitment and candidate management tool.

20. *The Pipeline of young talent* is comprised of several programmes¹² as shown in the table below, a snapshot as at 31 December 2020; the number of actual placements over 2020 is higher because of turnover.

21. Despite the challenges posed by the COVID-19 pandemic during 2020, 218 IVF (Interns, Volunteers and Fellows) participants from 57 countries, joined FAO across 68 different duty stations globally.

Programme	Headcount at 31 Dec. 2020	HQ	DO
Junior Professionals (JPO)	12	3	9
Associate Professionals (APO)	35	26	9
Interns	92	52	40
Fellows	2	2	
Volunteers (FAO)	7	3	4
UN Volunteers	36	3	33

22. *FAO Outreach activities* to promote programmes for young talent were carried out with FAO Members and academic institutions, as well as civil society organizations. CSH participated in several outreach events such as the career forum organized by the International Training Centre (ITC) of the International Labour Organization (ILO). As a result of ongoing outreach efforts, three new government agencies and six new academic institutions have joined the Interns and Fellows programme. A Joint Action Plan for *Enhanced Strategic FAO/UNV Partnership 2020-23* was developed, and consultations are taking place for improved partnership with UNV, and enhanced outreach to FAO country and Regional Offices.

1.1. 2. KPI and Workforce Composition

23. *FAO Workforce composition (data 31 December 2020), all employees*

- Employees with contracts that are covered by the FAO staff regulations and rules (referred to as ‘Staff’), account for 24 percent of the workforce.
- Employees with contract modalities that are not covered by the FAO staff regulations and rules (and referred to here as Affiliate Workforce¹³ [NSHR]), account for 76 percent of the workforce.

Group	Total	% of Total
Staff	3 178	23.8%
Affiliate Workforce (NSHR)	10 165	76.2%
Total employees	13 343	100%

- The total number of FAO employees grew 5 percent since December 2019, which is significant, taking into consideration that the number of employees has remained almost stable over the last five years (12 098 employees in December 2015).
- While the number of staff has remained stable over this period, the Affiliate Workforce (i.e. NSHR) continued to increase, in particular National Contractors from March to December 2020 and a large number of National Project Personnel (NPP) in Decentralized Offices in support of the delivery of projects at the local level.

¹² Junior Professional Officer (JPO) Programme, funded by FAO at a P1 level; FAO Associate Professional Officer (APO) Programme, often called JPO programme in UN, offers P2 level positions, primarily donor funded; Internships provide a learning experience to students and recent graduates; Fellows bring technical knowledge and research experience; Volunteers administered under the FAO Regular Volunteer Programme, or the UN-Volunteer Programme (UNV).

¹³ See also Annex Glossary, Part V, p. 32

- Comparison of the data between March 2020 and December 2020 shows a decrease in the percentage of international consultants (Consultants and PSA.SBS¹⁴) during the COVID-19 pandemic, from 18 percent of FAO workforce to 15 percent.

Category	December 2020	March 2020 (start pandemic)	December 2019
Total Staff	3 178	3 208	3 131
Total Affiliate Workforce (NSHR)	10 165	9 877	9 560
Total Employees	13 343	13 085	12 691

24. *FAO workforce, all employees, by their duty station location*¹⁵

- 19 percent of the total workforce globally are located in Italy/headquarters
- 81 percent of the total workforce globally are located outside Italy/in Decentralized Offices
- 91 percent of the affiliate workforce is located at Decentralized Offices level
- Staff are evenly distributed between headquarters (51 percent) and Decentralized Offices (49 percent)

Category	Headquarters	Decentralized Offices (outside Italy)	Grand Total
Total Staff	1 611 (51%)	1 567 (49%)	3 178
Total Affiliate Workforce (NSHR)	925 (9%)	9 240 (91%)	10 165
Total Employees	2 536 (19%)	10 807 (81%)	13 343

For a breakdown of staff by funding type (regular programme and extrabudgetary), please see Annex Part 1, Tables A, B, C, D, E

¹⁴ Subscribers to Personal Services Agreements (PSA.SBS)

¹⁵ This report shows the actual duty station location of personnel, while the data pack shared with Finance Committee Members at the FC 2020 defined employees in headquarters and Decentralized Offices based on their organizational unit. The change of methodology impacts, mainly, the count of employees in the Shared-Services Centre in Budapest, and of staff and the Affiliate Workforce hired by headquarters units that work in Decentralized Offices. This methodology, by duty station, provides a more realistic geographical spread of the FAO workforce between headquarters and Decentralized Offices, revealing the wide global presence of the FAO workforce. It is also to be noted that some of the Affiliate Workforce, who would normally have been hired in headquarters, are home-based as a result of the COVID-19 pandemic.

25. The table below shows the FAO workforce, all employees, by category, and by duty station headquarters/regions.

	Headquarters	RAF	RAP	REU	RLC	RNE	
Category	Total	Total	Total	Total	Total	Total	Grand Total
D and above	80	13	10	9	9	8	129
Professional	957	227	113	77	89	94	1 557
National Professional Officers	0	95	47	26	44	30	242
General Service	574	235	133	115	114	79	1 250
Total Staff	1 611	570	303	227	256	211	3 178
Category	Total	Total	Total	Total	Total	Total	Grand Total
Consultants	557	258	150	347	164	65	1 541
Contractors (PSA.SBS)	114	81	65	126	103	24	513
National Project Personnel	0	1 893	1 293	186	901	419	4 692
National Contractors	46	729	405	575	678	249	2 682
Others (incl. Interns Volunteers etc.)	208	201	43	64	114	107	737
Total Affiliate workforce	925	3 162	1 956	1 298	1 960	864	10 165
Total employees	2 536	3 732	2 259	1 525	2 216	1 075	13 343

See Annex Table 1, A, B, C, D, E for further breakdowns of the FAO Workforce, all employees, by category, by headquarters/Decentralized Offices, by funding type (Programme of work and budget (PWB)/non-PWB funding), 31 December 2020.

KPI: Time-to-recruit

26. In the first part of 2020, the recruitment of most PWB positions was placed on hold pending the 164th Session of the Council's (6-19 July, 2020) approval and the implementation of the new organizational structure in headquarters. This was to ensure that all staff on abolished posts would have opportunities to be redeployed with corresponding matches between skills and organizational requirements, prior to advertisement. This exercise was successfully completed in September at which time major efforts were put in place to fill in the gaps and involve all hiring managers in resuming recruitment for priority positions.

27. As a result, in 2020, the KPI for 'Time-to-Recruit' for PWB Professional Posts in 2020 has increased to 159 days. It should also be noted that there was a sharp improvement to this KPI (107 days in the last 3 months of 2020) as a result of resuming recruitment after the restructuring, and currently we are outperforming the 120-day target.

- Time to recruit = # of days from closing of the vacancy to initial offer. Baseline Dec 2019: 145 days; Target Dec 2021 - 120 days.
- Overall for 2020, the Time to recruit in 2020 increased to 159 days
 - the average time to fill for the last 6 months in 2020 (July to December) is 152 days
 - the average time to fill for the last 3 months in 2020 (October to December) is 107 days.

KPI: Vacancy rate

28. Similarly, to the KPI on Time to recruit, the Vacancy rate KPI for PWB Professional positions has seen a further increase in 2020 to 20 percent (from 19 percent in March 2020). See Annex, Table 4 for more details.

29. Recruitment efforts have significantly increased following the completion of restructuring late in 2020, for headquarters positions. CSH has also initiated an exercise to work with managers to discuss workforce planning and recruitment strategies to ensure that posts are being efficiently and appropriately managed.

30. As a result, the number of vacancies for Professional positions at headquarters on PWB funding, issued in the second half of the year, doubled. Of the global total of vacant professional PWB positions, (248), 80 are moving through the recruitment process effective 31 December 2020. Specifically, 34 have published Vacancy announcements, selection is underway for a further 25 positions, with tests or interviews scheduled or close to completion. Lastly, the on-boarding process is underway for a further 21 of these 80 vacant posts. Taking into consideration the on-going recruitment, estimated projections on the vacancy rate show a potential significant reduction, although it must be considered that selected individuals may vacate another PWB position.

31. In addition, of the 21 Director positions vacant (vacancy rate of 16 percent), 17 positions are actively being recruited for. As mentioned above, a process to fill vacant FAOR positions was initiated in the latter half of 2020, with newly accredited FAORs to assume positions in 2021. Priority consideration was given to FAORs who were overdue for rotation, so the effect on the vacancy rate will take time, as new vacancies are opening up as a result of this process (vacancy rate of 21 percent).

32. For 2021, new recruitment guidelines for staff positions are being developed as a priority, which will streamline the workflows and delegate the authority for a range of decisions. The Junior Professional Programme (JPO), currently with 13 out of the 25 positions vacant, is being reviewed as part of the young professional talent programmes.

I.2. Strengthened and enabled capability through development and learning opportunities, and improved performance

I.2.1. Key Outputs

33. In 2020, FAO continued to focus on the **delivery of high quality, needs-based learning and training programmes**, despite the challenges presented by the COVID-19 crisis. In particular, programmes requiring travel such as the Assistant FAO Representative (A-FAOR) On-the-Job-Training Programme, and the UN Country Teams (UNCT) leadership course targeted to FAORs and delivered externally by the UN System Staff College (UNSSC) had to be postponed. However, FAO successfully converted all its face-to-face training, including language classes, communication skills workshops, and the retirement seminar, into virtual delivery, and expanded its online learning opportunities. As a result, Decentralized Offices were reached more effectively, providing more training and to a wider audience, rather than only to those who were co-located where the training was organized.

34. To support the **transition to new ways of working**, the Organization launched:

- A virtual forum, ‘Zoom in on Learning’ (April 2020), to promote learning and knowledge sharing about the use of digital tools and resources. This initiative covered an array of topics delivered in 16 one-hour sessions with over 3 700 attendees from across the globe.
- A digital workspace through you@fao¹⁶ that provides employees with resources to support the use of digital tools and promote new ways of working.

¹⁶ FAO Learning and Performance Management System

- Targeted e-Workshops to 80 supervisors worldwide on how to manage teams and performance remotely.
- Two further digital workspaces and you@fao playlists to support well-being and the management of virtual teams.
- A mobile version of you@fao (LearnApp) to facilitate access to learning.

35. In addition, as of 1 January 2020, *a digital library of new eLearning courses* was made available to all employees (not only staff) through you@fao and provides high quality and up to date content in a variety of languages. It includes over 16 500 online training courses offered by LinkedIn Learning covering a wide range of topics. In 2020, 3 500 users completed 5 400 courses and 139 600 learning-in-the-moment videos (1 418 by colleagues at headquarters, and the remainder at the Decentralized Offices). As this offering is new, it is expected that this number will grow as users become aware and more familiar with it.

36. Efforts to support *personal, targeted career development* continued over 2020. Workshops were held for over 290 staff aimed at strengthening IT and essential skills including Skype for Business, strategic media training for senior managers, presentation skills, time management, effective report writing, customer service and negotiation skills. To support professional development and the effective use of performance management tools such as SMART objectives, feedback, and development planning, classroom-based workshops were delivered to 56 staff at headquarters in early 2020 (pre-COVID-19). To further enhance skills and awareness, performance management tools, resources and practices are emphasized through briefings, learning events and targeted online training. FAO also rolled out its first virtual *retirement seminar* to 325 participants from across the globe.

37. To promote *multilingualism*, the Organization delivered language training on the FAO six official languages¹⁷ to over 1 000 employees based in headquarters.¹⁸ Online language courses were also launched to 50 staff based in duty stations with limited access to language training.

38. To strengthen leadership and management skills:

- A new virtual Executive Management Programme was piloted in collaboration with the UN Systems Staff College (UNSSC). This online blended learning programme delivered to 22 senior professionals (P5 and above), evenly spread between headquarters and Decentralized Offices and across both genders, includes a 360-degree assessment aligned to the UN System Leadership Framework, plus individual coaching sessions. A further 30 senior managers from the previous Executive Management Programme participated in follow-up training on action learning and team coaching skills.
- A new virtual learning programme ‘Achieving Results through People’, for mid-level managers (P3/4), was attended by 39 participants in headquarters and Decentralized Offices. The virtual format allowed for a high number of participants for this type of programme, without compromising optimal learning, interaction, networking and relevant group work.
- A new virtual training initiative for strengthening national capacities in Decentralized Offices ‘Building Capacity for Change’, was attended by 29 AFAORs, in collaboration with UNSSC.

39. *In addition, initiatives were taken to improving and managing performance:*

- In 2020, briefings, workshops, face-to-face and online training was delivered to managers and staff across the Organization to support effective performance management through building a culture of ongoing dialogue and effective feedback. This includes the launch of two new eLearning modules on FAO’s Performance Evaluation and Management System (PEMS), focused on clarifying the PEMS process, giving and receiving feedback and appraising effectively. Tools were also developed to provide guidance to managers on addressing and resolving underperformance and engaging effectively with staff. To further build skills and

¹⁷ Arabic, Chinese, English, French, Russian, Spanish

¹⁸ Decentralized Offices coordinate their own language training directly using the divisional staff development budget.

competencies, performance management skills and tools are emphasized and integrated in a range of other courses.

- To enhance performance management and stimulate growth conversations, classroom-based workshops were delivered to 55 supervisors at headquarters in early 2020 (pre-COVID-19) on developing coaching skills.
- The conclusions of the benchmarking review of other UN agencies for effectiveness of policies, and to streamline and simplify appraisal forms, were documented and finalized.
- To further streamline the performance evaluation process, appraisals for short-term Professional staff were automated in the you@fao system and the library of performance objectives for FAORs were reframed.

40. FAO also finalized a *Global Learning Needs Assessment* (GLNA) aimed at identifying key learning priorities and to expose learning needs at both the organizational and individual level. Following a review of more than 200 data sources and 1500 individual learning plans, the GLNA evidenced an overall high level of alignment between the organizational learning priorities and individual development plans.

41. The Organization also delivered new learning courseware and reporting tools to assist the implementation of policies, processes and practices for *improved performance in fraud prevention, risk management and internal controls, ethics and protecting staff*. This includes the launch of functional-related online courses on Cash Management and Bank Reconciliation, Procurement, and Letters of Agreement. To support teams and protect employees, a course on Duty of Care was released, and following the updated FAO Whistleblower Protection Policy, the Organization also launched mandatory training to raise awareness on this policy. To strengthen Results-Based Management, training on FAO's country programming and planning instrument - the Country Programming Framework (CPF) - was delivered in collaboration with UNSSC. It was delivered to 52 employees from over 41 different Country Offices and included a two-week virtual workshop on UNSDCF/CPF and Theory of Change.

42. To strengthen institutional capacity and reduce risk factors *for FAO's administrative and operational functions*, a mapping of training requirements for key roles in the administrative business function was completed. A custom built you@fao page is now available with different profile-specific learning paths.

1.2.2. KPI: Mandatory training compliance

43. FAO has eight mandatory training courses and continuous efforts are made to monitor and increase completion rates throughout the Organization. In 2020, more than 200 custom dashboards were built to visualize information at multiple levels: corporate, regional and country-specific. The corporate level dashboard provides a global overview of the Organization's compliance with the mandatory training compendium, regional dashboards group information by relevant countries and training course, and country-specific dashboards are built for each FAO location, to provide heads of offices/FAORs and AFAORs, with data relevant to their country. These were made available in you@fao, facilitating decentralized monitoring to the Decentralized Offices, and providing real time insights on training data.

Breakdown for staff and Affiliate Workforce, by course

Training Title	Staff Compliance	Affiliate workforce Compliance	Overall Course Compliance
Achieving Gender Equality in FAO's Work	71%	50%	55.1%
Ethics and Integrity at the United Nations	80%	47%	55.1%
FAO's Whistle blower Protection Policy	77%	50%	56.7%
Prevention of Fraud and other Corrupt Practices	90%	67%	72.8%
Prevention of Harassment, Sexual Harassment and Abuse of Authority	97%	71%	77.8%
Protection from Sexual Exploitation and Abuse (PSEA)	88%	65%	70.5%
United Nations Course on Working Together Harmoniously	83%	61%	66.5%
	Staff Compliance (Average)	Affiliate workforce Compliance (Average)	Overall Compliance (Average)
	83.8%	58.6%	64.9%

44. As of 31 December 2020, overall compliance with mandatory training for all employees was at 64.9 percent, surpassing the target (target December 2021 60 percent, from baseline December 2019 40 percent). The compliance of the Affiliate workforce is naturally lower than employees on staff contracts, given the short-term nature of their contracts and their high turnover. The KPI statistic excludes the BSAFE training, which is an onboarding requirement with a 99.8 percent compliance rate.

45. An additional KPI will be measured and reported on in the HR Annual Report for 2022: Employee Satisfaction Survey 2022 result for agreement to statement: *"I have opportunities to learn new skills that help me carry out my job"* (target 2021/22 - 62 percent, from baseline 2019/20 57 percent).

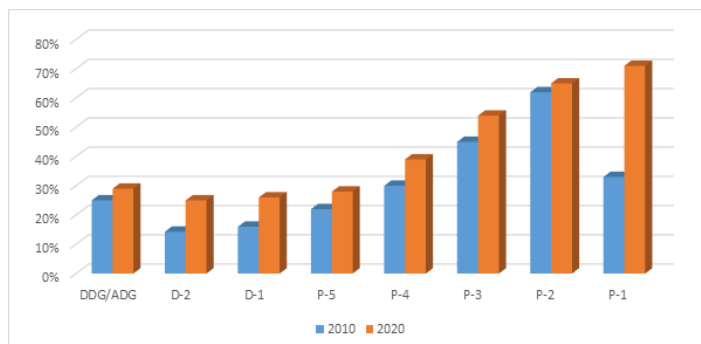
I.3. A work environment that is diverse¹⁹ and inclusive where employees feel engaged, valued and have a sense of belonging

I.3.1. A diverse workforce

46. Concerning *gender parity*, as of 31 December 2020, the overall representation of female staff across all levels in the organization stands at 52 percent, with females in the Affiliate Workforce at 37 percent (For more details see Annex, Table 3 data), and all female employees in the Organization at 40.7 percent (all levels, all contract modalities, any funds).

¹⁹ Based on ICSC Framework for Human Resource Management outcomes for Diversity. "Staff composition throughout the organizations of the United Nations common system should reflect a workforce that is diverse from a variety of perspectives, (including equitable geographical distribution and gender balance as well as cultural, generational, multilingual and persons with disabilities) and this diversity be embraced in decision-making to strengthen the performance of the organizations".

47. With regard to the combined *professional and above categories* at FAO, female representation has significantly increased overall in the past ten years from 32 percent to 43 percent. Parity was achieved in headquarters (51 percent) but there are less women represented in the Decentralized Offices (33 percent), and the existing sharp decline in the representation of women from the P4 level and above remains.



48. The ‘FAO Action Plan for the Achievement of Equitable Geographic Distribution and Gender Parity of FAO Staff’ was endorsed by the Governing Bodies in December 2018. It aims to achieve gender parity at the professional level by 2022, and for senior positions by 2024.

	DDG/ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
2010	25%	14%	16%	22%	30%	45%	62%	33%	32%
2020	29%	25%	26%	28%	39%	54%	65%	71%	43%

49. FAO continues to maintain a strong overall performance on the UN System-wide Action Plan (UN-SWAP 2.0) on Gender Equality and the Empowerment of Women. The 2019 FAO UN-SWAP reporting results show that FAO met or exceeded the requirements for 15 performance indicators out of 16 applicable, more than the average for specialized entities and the UN System at large. The only indicator marked as ‘approaching requirements’ was the Equal Representation of Women. However, it should be noted that gender parity remains a challenge in most UN entities, particularly in the specialized and technical entities. As shown in the 2019 UN System-wide reporting results, only 19 percent of UN entities reported having reached equal representation of women for all professional levels.

50. FAO’s corporate *geographic representation targets* have been met for some time now, and in 2020, FAO maintained the percentage of equitably represented countries in the workforce at 75 percent or above, as set by the FAO Conference.²⁰ Currently the number of Member Nations equitably represented in the FAO workforce is 165 making the result 85 percent. (see Annex, Table 2 for more detailed information).

51. Over 2020, *diversity and inclusion* have been integrated as essential considerations in all FAO’s initiatives. In line with the Director-General’s priorities, one of the categories of recognition in the Employee Recognition initiative was for achievements and actions that promote diversity and inclusion. In addition, over 50 percent of women were recognized as part of the Employee Recognition initiative. The Employee Satisfaction Survey (E2S) Taskforce is diverse in its membership,²¹ and follow up of the action planning outputs are being reviewed with a gender lens to identify future actions on inclusion. Indeed, survey results revealed that women have fewer positive perceptions of the FAO culture compared with men, reflected in each of the survey topic scores.

²⁰ Target set by 39th Session of FAO Conference, June 2015, C 2015/3, <http://www.fao.org/3/a-mm710e.pdf>

²¹ See Finance Committee document FC 185/11 for progress on E2S

52. In 2020, tangible steps have been taken to promote a diverse and inclusive workplace including:

- A new indicator on diversity and inclusion added to PEMS for all supervisors
- Equal learning opportunities for men and women
- Outreach efforts to identify and select diverse talent and women (see above section on staffing)
- Specific attention to flexible working arrangements (see also Health/COVID-19 section below).

53. In addition, the new medical insurance coverage for the Affiliate Workforce now includes opt-in *coverage for dependents and coverage of salary during maternity*. This new benefit was implemented in direct response to recommendations from the FAO Women's Committee and the results received from the E2S. (See also Health section below).

54. CSH continues to work in close collaboration with the *FAO Women's Committee* to promote gender parity within the Organization. In 2020, the Director-General actively participated in several meetings of the Women's Committee, and many other members of the leadership team have been key speakers or contributors, including the Deputy Directors-General, the HR Director, and the Legal Counsel.

55. In 2020, FAO endorsed and committed to implementing the UN System Wide *Disability Inclusion Strategy*,²² including the workplace related recommendations. CSH foresees the issuance of updated guidance in 2021 accordingly, focussing on talent acquisition and management of persons with disabilities.

56. Lastly, in 2020 the Director-General brought together five FAO retirees, and over 400 colleagues from across the Organization, in an inclusive and energetic virtual event, to invest in *young colleagues*. This informal dialogue gave them a unique opportunity to engage with and learn from former colleagues, who shared rich perspectives and experiences following diverse professional paths.

1.3.2. Strengthened employee morale, satisfaction, engagement and recognition

57. 2020 saw the reporting of the results of the new *FAO Employee Satisfaction Survey (E2S)*. The results were summarized and reported on to all employees and corporate wide listening sessions were conducted, in collaboration with the E2S Task force. Along with the results, these sessions informed the activities in the HR strategic plan and provided an opportunity for streamlining and synergies to be created. A separate report on this process and its outcomes will be presented to the Finance Committee in the 2021 spring session.²³

58. The design and implementation of the *2020 Employee Recognition initiative* event was unique as over 1 500 employees gathered via zoom to honour 100 young colleagues, and 100 "young at heart", as well as ten teams. The 200 awardees, selected through an FAO-wide poll of 600 nominations, represented 92 nationalities, two-thirds from FAO Decentralized Offices. Employees were recognized in the categories of innovation; knowledge sharing; operational effectiveness and efficiency; teamwork and collaboration; and diversity and inclusiveness. Ten crosscutting teams were recognized for exceptional performance, commitment and collaboration in 2020. The event which included musical performances, dancing, poetry, and art was a first-of-its-kind; not only recognizing colleagues in the five areas which FAO values in employee behaviour, but also highlighting and celebrating FAO's diversity.

²² https://www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_english.pdf

²³ See Finance Committee document FC 185/11

1.3.3. A respectful inclusive workplace (and the prevention of harassment, sexual harassment, discrimination and abuse of authority)

59. Through an internal Taskforce (TF), chaired by Laurent Thomas, Deputy Director-General, FAO continued to play an active role in prevention with the implementation of the Action Plan on PSEA/PSH.²⁴ The Annual Report on Corporate Policy, Processes and Measures on the prevention of Harassment, Sexual Harassment and Authority Abuse, including results of the staff satisfaction survey, was presented to the Council in December 2020.

60. In August 2020, the Workplace Integrity Network was created to collaborate across different offices with a view to creating awareness and enhancing ethical conduct in various areas of work. The Network benefits from the diversified experience and knowledge of the CSH Director, the FAO Ombudsman,²⁵ the Ethics office,²⁶ the Office of the Inspector General,²⁷ the Legal Office, and the Staff Counsellor. The Network coordinates actions of the different offices to create synergies and avoid overlaps.

61. In 2020, CSH strengthened tools, networks, taskforces and communications to support and ensure the necessary measures for a respectful and inclusive workplace, including:

- Delivery of information sessions about the Anti-fraud policy for medical insurance at headquarters and Decentralized Offices,
- The dissemination of a new 'Code of conduct to prevent harassment, including sexual harassment, at FAO events',
- An agency wide message on the importance of preventing Sexual Harassment, also in the context of remote work,
- The Administrative Circular on the practice of the Organization in disciplinary matters.

62. In addition, FAO continues to engage in the work of the United Nations Chief Executives Board for Coordination (CEB, Task Force on Addressing Sexual Harassment, within the Organizations of the UN System, and the Inter-Agency Standing Committee (IASC).

63. In 2020, the Orientation tool kit was updated and now includes anti-fraud policies and awareness materials, to initiate fraud awareness of staff at the onboarding point. The exit interview procedure has also been revised, with the objective to have a better understanding of employees' experience of workplace ethics, including harassment, sexual harassment, discrimination, abuse of authority, fraud or corruption in FAO. This will provide valuable lessons learned to make FAO a more attractive place to work while strengthening fraud prevention and detection mechanisms.

1.3.4.KPI: Gender parity and corporate geographic representation

- Gender parity in the professional level positions:
 - Baseline P1 to P5 (excluding APOs) December 2019 44 percent; Result 2020: 44 percent
 - Baseline D1 and above December 2019 25 percent; Result 2020: 26 percent
- Corporate geographic representation (target is to maintain the percentage of equitably represented countries at 75 percent or above)
 - Result 2020: 85 percent

64. An additional KPI will be measured and reported on the HR Annual Report for 2022: Employee Satisfaction Survey 2022 result for agreement to statement "*FAO has effective policies,*

²⁴ CL 165/INF/6 Rev.1

²⁵ For more information see Ombudsman website

²⁶ For more information see Ethics Office website and 2020 Annual Report of the Ethics Office FC 185/14

²⁷ For more information see OIG 2020 Annual Report

processes and procedures to address harassment and other unacceptable behaviours”, (target 2021/2 70 percent of staff, from baseline 2019/20 64 percent).

I.4. A safe and healthy work environment

1.4.1. Key Outputs

65. 2020 was a unique and challenging year and yet one of the most rewarding was when it came to the results of our efforts to ensure and improve the health and safety of our global work environment.

1.4.1. Promotion of employee health and well-being during COVID-19 crisis

66. The COVID-19 pandemic significantly impacted organizational operations last year and CSH worked with the Crisis Management Team (CMT) (which included representation of relevant headquarters divisions and Regional ADGs), in responding strategically to the threat and navigating the changes in the workplace.

67. In the first phase of this highly complex, unprecedented situation, the CMT focused on staff communication, ensuring managers and employees were informed of the new modalities of work and quarantine regulations. Starting with headquarters in Italy in the first week of March 2020, the majority of our employees worked remotely for most of 2020. This provided specific challenges in the duty of care and the well-being of employees globally, and the management of our work.

68. On 6 March, CSH issued the first set of ***HR administrative guidelines*** introducing special measures that ensured business continuity, as well as the health and safety of our employees across the globe. They included essential guidance on such issues as appointments, leave, salary advances in field duty stations, and remote working. Throughout 2020, the HR administrative guidelines were continually updated (6 versions to date) and issued in response to the prolonged COVID-19 crisis. This was necessary in order to address emerging issues and ensure there was a common approach to administratively managing employees across the Organization, and within the United Nations Common System (UNCS), to the extent possible.

69. To support ***employee health***, pro-active information was shared throughout 2020, about medical insurance plans and FAO Medical and counselling services, scaled up to address the demand. In collaboration with FAO Health Services²⁸ information seminars were conducted in Regional Offices and at headquarters, and websites enhanced for easy access for employees to the relevant information. In addition, to further assist staff during the COVID-19 pandemic, FAO proactively negotiated with its medical insurance providers a waiver of a 20 percent staff contribution to all COVID-19 related claims, and the introduction of telehealth services, at no extra cost to staff.

70. In line with the principle of ‘stay and deliver’, FAO also committed to the UN- system wide ***medical evacuation initiative*** (MEDEVAC). During the pandemic, if UN personnel, their eligible dependents, or both, become ill with COVID-19, a range of treatment options and care, up to and including MEDEVAC as necessary, are now available to support employees at the country level.

71. As mentioned above, in support of ***virtual collaboration and learning***, digital workspaces were launched for the first time early in 2020 along with a digital library of new eLearning. These new workspaces provided tools and resources to support well-being, proficiency of use in digital tools, and

²⁸ FAO Health services recruited an additional six counsellors with services in English, French and Spanish and provides educational sessions and crisis incident response consultations. A Peer Support programme for early identification/intervention after critical incidents/emerging stress issues was also established.

management of virtual teams. Guidelines and training provided to managers, as well as employees, helped them to continue to work productively and to effectively manage the performance of themselves and their teams remotely. The Digital FAO team, including CSH, was recognized at the FAO Employee Recognition initiative event for ensuring that the agency was effective in virtual mode.

72. In December 2020, after 9 months of remote work for many employees, an organization wide *'pulse' survey* was sent to all employees to provide lessons learned from this experience. The survey was not limited to the experience of telework, and solicited feedback about participating in teams remotely, collaboration, as well as corporate support and communication, during this challenging period. Almost 6 000 responses were received, the preliminary findings showing that over 85 percent of respondents were satisfied with the information provided by the Organization, and over 75 percent with the overall management of the FAO working environment, during the COVID-19 crisis. There were also very positive findings on the IT support provided during the period of remote working, indicating that the Organization has already in place a strong IT infrastructure and assistance to sustain a more flexible working model – only 14 percent felt requests were not dealt within a sufficient time frame. There was overall support among the majority of respondents for flexibility to be able to telework for two to three days a week. The data is currently being analysed to feed into the response and future planning of new ways of working. This will include a comprehensive review of the Flexible Work Arrangements Policy to be undertaken in 2021.

1.4.2. Enhanced medical insurance coverage and access for employees

73. With medical and life insurance plans up for renewal, CSHS sought to improve coverage and value for insured members. This was done in close consultation with the Staff Representative Bodies, Joint Advisory Committee on Medical Coverage (JACMC), Health Services, and included the results of the Staff Satisfaction Survey, as well as the imminent needs rising from the global pandemic. A working group was established to prepare tender documents by analysing the needs for enhancements of coverage raised by our employees, and by benchmarking with the UN system, including the Rome Based Agencies (RBA).

74. Effective 1 January 2021, the new MCS/ MCNS and MICS plans offer **enhanced and expanded medical coverage** for the Affiliate Workforce and locally recruited staff in Decentralized Offices, i.e. 75 percent of FAO employees. They also provided better value for money, in some cases providing FAO with the lowest premiums in the UN system. The medical coverage significantly improved with new benefits such as 100 percent coverage for vaccinations, opt-in coverage for dependents and during breaks in service, coverage of death due to an illness, and coverage of medical expenses and salary during maternity. Health services, including counselling can also now be accessed remotely through tele-health services. Medical consultations can now be provided in over 30 languages, especially important for employees in Decentralized Offices, in addition to the services provided by the FAO health and counselling services.

75. The voluntary Group Life, Accident and Disability Insurance Plan (GLADI), which is available to all employees, mitigates risks and enhances preparedness for unexpected events. FAO led the negotiation of the new GLADI contract on behalf of UNESCO and ICCROM, and has secured a 20 percent premium reduction, providing one of the better values in the UN system.

76. Before implementation of the new plans, a lengthy transition process took place that included major changes in claims procedures and careful transfers of large amounts of personal data and records while ensuring confidentiality. The transition process to the new Basic Medical Insurance Plan (BMIP) and provider for international staff at the beginning of 2020 added an additional challenge, which CSH handled by doing regular performance monitoring of the insurance provider.

1.4.3. Digital, automated and efficient social security processes

77. The digitalization and automation of processes provides **improved access to medical insurance and a faster and more direct claims submission and reimbursement process** for all

employees under the new medical insurance plans. In addition, the focus on digitalization and automation should reduce FAO Social Security's (CSHS) volume of enquiries, which in 2020 numbered about 9 000. FAO medical insurance is now faster, more environmentally friendly, and more efficient.

78. Digitalization and automation of processes were a key priority not only in medical insurance, but in pension matters. A new self-service pension portal was activated for FAO staff in collaboration with the **United Nations Joint Staff Pension Fund (UNJSPF)** for pension matters. Direct access to Member Self-Services has been made available to FAO staff, who are the first to have access to this feature in the UN system. This upgrade impacts around 3 000 employees and streamlines processes for on-boarding, separation and change-of-life events.

79. Other newly digitalized processes for UNJSPF entitlements impact around 4 000 people and ensure improved, more efficient service. Electronic certificates of entitlement are now available, as well as a facial recognition programme and an automated feature to better authenticate signatures. This will reduce both paperwork and help prevent fraud, as well as streamline the logistics of certification.

II: Stakeholder-centred communications, reporting and tools that enable timely, comprehensive adoption and implementation of HR strategic actions, products and services (Outcome 2)

80. The *delivery of the HR strategic plan 2020 -2021* was a key achievement in 2020 providing a clear path forward for change based on a wide range of inputs, including audit requirements and system-wide action plans. The endorsement of the HR strategic plan by key stakeholders (SRBs, Management, Members and HR partners) enables HR reform, ensures that the changes are managed in collaboration with stakeholders, and that impacted employees are kept informed. The design of the new HR Annual report will ensure that progress on milestones and activities, as well as challenges, are documented for easy reference and transparency to all.

81. As highlighted in their address to the Council, the SRBs reported a *positive trend in relations between Management and the Staff Representative Bodies*. SRB input was proactively requested on HR initiatives including, but not only, on the new medical insurance plan, the flexible working survey, and the COVID-19 Guidelines.

82. New monthly virtual meetings with regional HR business partners were established to ensure a more frequent flow of input, ideas and dialogue, both formal and informal. Key topics for dialogue were the new HR strategic plan and new COVID-19 administrative guidelines, including implementation challenges.

83. *Communication with all employees* was improved through targeted and regular news items, updates and webinars. Communications focussed on items such as the HR strategic plan, training opportunities and programmes, changes to benefits (e.g. salary scales), new policies, changes to guidelines including COVID-19 responses, insurance plans, and ethical matters (e.g. Prevention of Sexual Harassment, modalities for working remotely).

84. Within CSH, a series of whole-of-team facilitated meetings both formal and informal, and a survey to gather feedback, as well as more regular team meetings occurred to connect the team around the new HR strategic plan. These also aimed to build consensus and a new team vision, as well as gather ideas for streamlining delivery.

85. 2020 also saw the necessary *strengthening of the HR structure*, with the objective to break down silos, and fill gaps through the onboarding of senior and specialized talent. Significant gaps in key areas of HR technical expertise and experience such as reporting, policy, workplace relations, learning, recruitment and social security were recruited for or filled, along with key management roles (Director HR, Deputy Director HR, Chief of Policy). Recruitment and onboarding were a substantial piece of work throughout 2020.

86. As a key member of the internal FAO Taskforce on streamlining and elimination of bureaucracy, CSH supports the continuing work on *revised Delegations of Authority (DoA)*, particularly those for HR, with the objective to publish them in the Administrative Manual. These will also be elaborated upon and communicated in new and updated policies. One of the seven guiding principles in the HR strategic plan supports decision making at appropriate levels, taking into consideration the new headquarters structure, and with due regard to ensuring appropriate risk mitigation measures.

87. The first of two sets of DoAs have been presented to senior management for endorsement and shared with SRBs. A third set is being developed in conjunction with the new recruitment policy. In addition, throughout the sections above, examples have been highlighted of other simplified, streamlined and automated processes.

ANNEX: ANALYTICS AND WORKFOCRE REPORTING, 31 December 2020**PART I: WORKFORCE PROFILE BY EMPLOYMENT TYPE AND LOCATION**

Table 1 is presented in five sub-tables. The sub-tables are:

- A - Staff members on PWB posts (Regular Budget)
- B - Staff members on non-PWB posts
- C - Affiliate Workforce (NSHR) on Regular Programme
- D - Affiliate Workforce (NSHR) on Trust Fund (TF)
- E - Total Workforce

PART II: Geographic Representation of Staff, By representation Status

Table 2 presents a summary of the statistics of FAO Member Nations by the representation status

PART III: Gender Representation in FAO's Global Workforce

Table 3 consists of two (2) sub-tables (a) and (b):

Table 3 (a) – Staff workforce by Category – Percentage of Female Staff

Table 3 (b) – Affiliate workforce (NSHR) by Category – Percentage of Female

PART IV: Vacancy Statistics of Professional PWB Posts

Table 4 presents a summary of statistics of the number of Professional PWB posts encumbered, vacant posts, and vacancy rates and consists of two (2) sub-tables (a) and (b):

Table 4 (a) – Statistics of Professional PWB Posts in headquarters

Table 4 (b) – Statistics of Professional PWB Posts in Decentralized Offices

PART V: GLOSSARY

PART I**TABLE 1: WORKFORCE PROFILE BY EMPLOYMENT TYPE AND LOCATION**
(as at 31 December 2020)

In Part I, Table 1 is presented in five sub-tables. The sub-tables are:

Staff members on PWB posts (Regular Budget)

Staff members on non-PWB posts

Affiliate Workforce (NSHR) on Regular Programme

Affiliate Workforce (NSHR) on Trust Fund (TF)

Total Workforce

A - STAFF MEMBERS ON PWB POSTS (REGULAR BUDGET)*

All locations (Headquarters and Decentralized Offices)	Headcount	%
D and above	110	5
Professional	973	42
National Professional Officers	191	8
General Service	1 038	45
Total	2 312	100

Headquarters	Headcount	%
D and above	69	6
Professional	619	54
National Professional Officers	0	0
General Service	448	39
Subtotal	1 136	100
Decentralized Offices		
D and above	41	3
Professional	354	30
National Professional Officers	191	16
General Service	590	50
Subtotal	1 176	100

(*) Any discrepancy in total of percentages is the result of rounding

B - STAFF MEMBERS ON NON-PWB POSTS*

All locations (Headquarters and Decentralized Offices)	Headcount	%
D and above	19	2
Professional	549	63
Associate Professional Officers	35	4
National Professional Officers	51	6
General Service	212	24
Total	866	100

Headquarters	Headcount	%
D and above	11	2
Professional	312	66
Associate Professional Officers	26	5
National Professional Officers	0	0
General Service	126	27
Subtotal	475	100
Decentralized Offices		
D and above	8	2
Professional	237	61
Associate Professional Officers	9	2
National Professional Officers	51	13
General Service	86	22
Subtotal	391	100

(*) Any discrepancy in total of percentages is the result of rounding

C - AFFILIATE WORKFORCE (NSHR) ON REGULAR PROGRAMME*

All locations (Headquarters and Decentralized Offices)	Headcount	%
Consultants	675	21
Contractors (PSA.SBS)	315	10
National Project Personnel	340	11
National Contractors	1 377	43
Other **	460	15
Subtotal	3 167	100
Headquarters	Headcount	%
Consultants	303	51
Contractors (PSA.SBS)	78	13
National Project Personnel	0	0
National Contractors	33	6
Other **	184	31
Subtotal	598	100
Decentralized Offices	Headcount	%
Consultants	372	14
Contractors (PSA.SBS)	237	9
National Project Personnel	340	13
National Contractors	1 344	52
Other **	276	11
Subtotal	2 569	100

(*) Any discrepancy in total of percentages is the result of rounding

(**) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

D - AFFILIATE WORKFORCE (NSHR) ON TRUST FUNDS (TF)*

All locations (Headquarters and Decentralized Offices)	Headcount	%
Consultants	866	12
Contractors (PSA.SBS)	198	3
National Project Personnel	4 352	62
National Contractors	1 305	19
Other **	277	4
Subtotal	6 998	100
Headquarters		
Consultants	254	78
Contractors (PSA.SBS)	36	11
National Project Personnel	0	0
National Contractors	13	4
Other **	24	7
Subtotal	327	100
Decentralized Offices		
Consultants	612	9
Contractors (PSA.SBS)	162	2
National Project Personnel	4 352	65
National Contractors	1 292	19
Other **	253	4
Subtotal	6 671	100

(*) Any discrepancy in total of percentages is the result of rounding

(**) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

E - TOTAL WORKFORCE

Staff members	Headquarters			Decentralized Offices			Grand Total
	PWB	non-PWB	Total	PWB	non-PWB	Total	
D and above	69	11	80	41	8	49	129
Professional	619	312	931	354	237	591	1 522
Associate Professional Officers	0	26	26	0	9	9	35
National Professional Officers	0	0	0	191	51	242	242
General Service	448	126	574	590	86	676	1 250
Total Staff	1 136	475	1 611	1 176	391	1 567	3 178
Affiliate Workforce (NSHR)*	RP	TF	Total	RP	TF	Total	Grand Total
Consultants	303	254	557	372	612	984	1 541
Contractors (PSA.SBS)	78	36	114	237	162	399	513
National Project Personnel	0	0	0	340	4 352	4 692	4 692
National Contractors	33	13	46	1 344	1 292	2 636	2 682
Other	184	24	208	276	253	529	737
Total Affiliate Workforce (NSHR)	598	327	925	2 569	6 671	9 240	10 165
TOTAL	1 734	802	2 536	3 745	7 062	10 807	13 343

(*) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

PART II**TABLE 2: GEOGRAPHIC REPRESENTATION OF STAFF, BY REPRESENTATION STATUS***

As at	Non-Represented		Under-Represented		Equitably Represented		Over-Represented		Member Nations Total
	No of Member Nations	%	No of Member Nations	%	No of Member Nations	%	No of Member Nations	%	
31-12-2011	31	16%	12	6%	139	73%	9	5%	191
31-12-2013	40	21%	17	9%	130	68%	4	2%	191
31-12-2015	43	22%	22	11%	123	64%	6	3%	194
31-12-2017	24	12%	17	9%	149	77%	4	2%	194
31-12-2018	20	10%	8	4%	163	84%	3	2%	194
31-12-2019	7	4%	8	4%	177	91%	2	1%	194
31-12-2020	11	6%	12	6%	165	85%	6	3%	194

(*) Any discrepancy in total of percentages is the result of rounding

Methodology:

FAO methodology for calculating geographic representation of PWB posts was adopted by the Conference at its 32nd session in November 2003.

The figure used for calculating geographic representation is based on all Regular Programme-funded posts established in the Programme of Work and Budget, with the exception of posts not subject to geographic distribution: i.e. the post of the Director-General and the posts in language services.

- The weight of the **membership factor** is 40 percent of the base figure and is distributed equally among all Member Nations.
- The **population factor** is allotted a weight of 5 percent and is directly related to the total population of all Member Nations and distributed among Member Nations in proportion to their population.
- The **contribution factor**, accounting for 55 percent of posts, is distributed among Member Nations in proportion to the Scale of Assessments, adopted by the FAO Conference.
- The mid-point of the equitable range for each Member Nation is calculated by adding the three factors.
- The upper and lower limits of the equitable range is based on a flexibility of 15 percent upwards and downwards from the mid-point, but not less than 2.03 posts up and down, the upper limit being not less than 7.53 posts.

PART III**TABLE 3: GENDER REPRESENTATION in FAO'S GLOBAL WORKFORCE**
(as at 31 December 2020)**Table 3 (a) - Staff Workforce by Category – Percentage of Female Staff**

Category	Headquarters			Decentralized Offices			% Female (any location, any fund)
	% Female PWB	% Female Non-PWB	% Female (any fund)	% Female PWB	% Female Non-PWB	% Female (any fund)	
D and above	32%	18%	30%	20%	13%	18%	26%
Professional	49%	54%	51%	41%	22%	33%	44%
APO		81%	81%		22%	22%	66%
NPO				42%	31%	40%	40%
General Service	71%	77%	72%	62%	69%	63%	67%
Total Staff	57%	61%	58%	51%	34%	46%	52%

Table 3 (b) – Affiliate Workforce (NSHR) by Category – Percentage of Female

Category	Headquarters			Decentralized Offices			% Female (any location, any fund)
	% Female RP	% Female TF	% Female (any fund)	% Female RP	% Female TF	% Female (any fund)	
Consultants	55%	56%	55%	36%	33%	34%	42%
Contractors (PSA.SBS)	44%	53%	46%	39%	33%	37%	39%
National Project Personnel				34%	32%	32%	32%
National Contractors	82%	54%	74%	43%	34%	38%	39%
Other	73%	71%	73%	52%	31%	42%	51%
Total Affiliate Workforce (NSHR)*	60%	56%	59%	41%	33%	35%	37%

(*) Full description of abbreviations of Affiliate Workforce (NSHR) available in the Glossary section

PART IV**TABLE 4: VACANCY STATISTICS OF PROFESSIONAL PWB POSTS***(as at 31 December 2020)***Table 4 (a) –Statistics of Professional PWB Posts in Headquarters**

Headquarters					
Group	Division/Unit	Total PWB Posts (GRMS)	Posts Occupied	Posts Vacant	Vacancy Statistics %
Units reporting to Director-General and Independent Offices	Office of the Director-General	9	8	1	11%
	ETH	1	1		0%
	LEG	19	16	3	16%
	OED	8	7	1	13%
	OIG	20	17	3	15%
	OMB	1	1		0%
	OSG	3		3	100%
	OSP	23	17	6	26%
Units reporting to Director-General Total		84	67	17	20%
Office of the DDG-Semedo	Office of the DDG	3	1	2	67%
	CJN	7	6	1	14%
	CJW	12	11	1	8%
	NFI	74	56	18	24%
	NFO	43	37	6	14%
	NSA	25	21	4	16%
	NSL	19	15	4	21%
	OCB	24	18	6	25%
Office of the DDG-Semedo Total		207	165	42	20%
3. Office of the DDG-Bechdol	Office of the DDG	3	2	1	33%
	NSP	40	38	2	5%
	PSR	17	16	1	6%
	PSS	9	6	3	33%
	PST	6	3	3	50%
	PSU	27	26	1	4%
Office of the DDG-Bechdol Total		102	91	11	11%
Office of the DDG-Thomas	Office of the DDG	6	6		0%
	CSF	27	24	3	11%
	CSG	29	22	7	24%
	CSH	24	20	4	17%
	CSI	43	35	8	19%
	CSL **	42	29	13	31%
	OCC	43	36	7	16%
	OER	2		2	100%
Office of the DDG-Thomas Total		216	172	44	20%

Table 4 (a) – Statistics of Professional PWB Posts in Headquarters continued

Headquarters					
Group	Division/Unit	Total PWB Posts (GRMS)	Posts Occupied	Posts Vacant	Vacancy Statistics %
Office of the Chief-Economist	Office of the Chief-Economist	8	6	2	25%
	CFI	72	57	15	21%
	ESA	26	21	5	19%
	ESF	16	13	3	19%
	ESN	29	25	4	14%
	ESP	27	21	6	22%
	ESS	27	22	5	19%
	EST	40	28	12	30%
	OCS	2	2		0%
	OSL	2	1	1	50%
Office of the Chief-Economist Total		249	196	53	21%
Office of the Chief-Scientist	Office of the Chief-Scientist	1		1	100%
	OIN	8	6	2	25%
Office of the Chief-Scientist Total		9	6	3	33%
Headquarters Total		867	697	170	20%

Table 4 (b) – Statistics of Professional PWB Posts in Decentralized Offices (DOs)

Decentralized Offices					
Offices	Division/Unit	Total PWB Posts (GRMS)	Posts Occupied	Posts Vacant	Vacancy Rate %
Regional, Subregional and Liaison Offices	Africa	73	64	9	12%
	Asia and the Pacific	69	58	11	16%
	Europe and Central Asia	23	19	4	17%
	Latin America	48	35	13	27%
	Near East and North Africa	38	26	12	32%
	Liaison Offices	11	9	2	18%
Regional, Subregional and Liaison Offices Total		262	211	51	19%
FAO Representations (FAOR)	Africa	24	18	6	25%
	Asia and the Pacific	12	8	4	33%
	Europe and Central Asia	5	4	1	20%
	Latin America	19	16	3	16%
	Near East and North Africa	7	7		0%
FAO Representations (FAOR) Total		67	53	14	21%
DO Total		329	264	65	20%
JPO Corporate Programme Total		25	12	13	52%
Grand Total Headquarters + Decentralized Offices + JPO		1 221	973	248	20%

(*) Any discrepancy in total of percentages is the result of rounding

(**) The CSL division includes posts located in the SSC Budapest (***) Programme administered by CSH

PART V**GLOSSARY****FAOR** – FAO Representative**GF** – General Fund**NSHR** – Non-Staff Human Resources (Affiliate Workforce)**PWB** – Programme of Work and Budget**RP** – Regular Programme**TF** – Trust Funds

Contract types under Affiliate Workforce (NSHR) include the following contracts:		
Consultants	All COF – COF.REG and COF.WOC	<i>COF.REG</i> - Consultant on RP and TF <i>COF.WOC</i> - Consultant Without Compensation
Contractors (PSA.SBS)	PSA.SBS	<i>PSA.SBS</i> - Personal Services Agreements Subscriber
National Project Personnel (NPP)	All <i>NPP</i>	
National Contractors	PSAs who are not SBS – i.e. SSC, NAT, EDI, TC, TRN	<i>SSC</i> – South-South Cooperation <i>NAT</i> -National <i>EDI</i> - Editorial <i>TC</i> - Technical Cooperation <i>TRN</i> - Translation and Revision
Other	All OTH	Intern, National Correspondent, Government-Provided Staff, Casual Labour, Conference Interpreter, Fellow, UN Volunteer, Volunteer

Organization Entities	
ETH	Ethics Office
LEG	Legal Office
ODG	Office of the Director-General
OED	Office of Evaluation
OIG	Office of the Inspector General
OMB	Ombudsman Office
OSG	Office of SDGs
OSP	Office of Strategy, Planning and Resources Management
CJN	Joint FAO/IAEA Centre (Nuclear Techniques in Food and Agriculture)
CJW	Joint FAO/WHO Centre (Codex Food Standards and Zoonotic Diseases)
NFI	Fisheries
NFO	Forestry
NSA	Animal Production and Health
NSL	Land and Water
OCB	Office of Climate Change, Biodiversity and Environment
NSP	Plant Production and Protection
PSR	Resource Mobilization and Private Sector Partnership
PSS	Project Support
PST	South-South and Triangular Cooperation
PSU	Partnerships and UN Collaboration
CSF	Finance
CSG	Governing Bodies Servicing
CSH	Human Resources
JPO	Junior Professional Programme (Corporate Prog. administered by CSH)
CSI	Information Technology Services
CSL	Logistics Services
OCC	Office of Communications
OER	Office of Emergencies and Resilience
CFI	FAO Investment Centre (Solutions for Sustainable Food and Agriculture)
ESA	Agrifood Economics
ESF	Food Systems and Food Safety
ESN	Food and Nutrition
ESP	Inclusive Rural Transformation and Gender Equity
ESS	Statistics
EST	Markets and Trade
OCS	Office of the Chief Statistician
OSL	Office for Small Island Developing States (SIDS), Least Developed Countries (LDCs) and Land-locked Developing Countries (LLDCs)
OIN	Office of Innovation

SECTION II: Recommendations and decisions of the International Civil Service Commission and UN Joint Staff Pension Board to the General Assembly (including Changes in Salary Scales and Allowances)

88. This section of the document informs the Members of the FAO Finance Committee of recent developments in the activities of the International Civil Service Commission (ICSC), as well as changes in the conditions of service of staff in the professional, higher and general service staff categories.

89. At its seventy-fifth session in December 2020, the United Nations General Assembly (UNGA) adopted draft resolution A/C.5/75/L.12, regarding the United Nations Common System. The General Assembly reaffirmed the authority of the ICSC to continue to establish post adjustment multipliers for duty stations, under Article 11 (c) of the Commission's statute. In this context, the Assembly expressed its concern at the continued application of two concurrent post adjustment multipliers at the Geneva duty station and urged the member organizations of the UN Common System to cooperate fully with the Commission to restore consistency and unity of the post adjustment system as a matter of priority.

90. The Assembly further reiterated that failure to fully respect post adjustment decisions taken by the Commission could prejudice claims to enjoy the benefits of participation in the common system and jeopardize Organizations' participation in the United Nations Joint Staff Pension fund, as stated in article 3(b) of the Fund's regulations.

Conditions of service applicable to both categories of staff (Professional, higher, General Service)

ICSC contractual framework

91. The General Assembly welcomed the decision of the Commission to establish a working group to review the implementation of the current contractual framework by the organizations and any possible improvement within the current framework.

Conditions of service of the Professional and higher categories

Base/floor salary scale

92. The General Assembly approved a 1.9 per cent adjustment of the base/floor scale for the professional and higher categories with effect from 1 January 2021. The adjustment is implemented by increasing the base salary and commensurately reducing post adjustment multiplier points, resulting in no change in net take-home pay.

Evolution of the margin

93. Under a standing mandate, the Commission reports annually to the General Assembly on the net remuneration margin, which is the relative difference between the net remuneration of United Nations staff in the professional and higher categories in New York and that of officials in comparable positions in the United States federal civil service in Washington, D.C. For that purpose, the Commission annually tracks changes occurring in the remuneration levels of both civil services.

Children's and secondary dependents allowances

94. The General Assembly took no action on the increase of dependency allowances, recommended by the Commission. Accordingly, the current levels of these allowances remain unchanged.

Conditions of service in the field

Danger Pay

95. The General Assembly took note of the Commission's decision to increase the level of danger pay for internationally recruited staff to USD 1 645 per month, effective 1 January 2021, and to update the monthly level of danger pay for locally-recruited staff by updating the reference year of the salary scales on which the calculations are based, from 2016 to 2019, effective 1 January 2021, and applying 30 percent of the net midpoint of the latest General Service salary scales in effect in 2019, divided by 12.

Duty stations with extreme hardship conditions

96. The General Assembly decided to continue the pilot project of granting USD 15 000 for staff members with eligible dependents in duty stations with E hardship classification conditions in 2021, with the understanding that the payment will be granted only to the eligible staff members when they actually report to their normal duty stations. The Commission was requested to submit to the United Nations General Assembly at its seventy-sixth session (i.e., in fall 2021), a recommendation on this payment, including on its continuation, based on a review of the impact thereof, including workforce planning, in different categories of duty stations, including non-family duty stations, and the actual cost to the organizations.

United Nations Joint Staff Pension Board²⁹

97. The General Assembly approved the Fund's 2021 administrative budget, allowing for the implementation of the Pension Administration's strategic priorities and the recruitment of additional staff needed for a growing investment portfolio. The creation of a Business Transformation and Accountability Unit has been approved, together with resources to support the streamlining and the digitalization of the Fund's processes, aimed at making it paperless.

98. On the investment side, the General Assembly approved the use of exchange-traded futures, swaps, and foreign exchange forwards on a trial basis for two years. This will further strengthen risk management, efficiency, and help the Fund's Office of Investment Management (OIM) lower transaction costs and hedge risks while implementing various investment strategies. The General Assembly also approved securities lending programmes and the ability to enter repurchase transactions.

99. On governance, the General Assembly noted that the key focus of the ongoing review Joint Staff Pension Board should be on the size, composition and frequency of meetings of the Board, for its members to fulfil their fiduciary responsibilities in the best interest of the Fund's participants and beneficiaries. The General Assembly requested the Board to provide an update on the ongoing governance reforms to the Fifth Committee in March 2021, following a Special Board session in February 2021, that considered governance matters.

²⁹ GA resolution A/C.5/75/L.10 Draft Resolution – United Nations pension system