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Продовольственная и
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Объединенных
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Organización
de las
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Unidas
para la
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y la
Alimentación

FINANCE COMMITTEE

Hundred and Thirty-second Session

Rome, 12 – 16 April 2010

Implementation of Corporate Human Resources Strategy

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EXECUTIVE SUMMARY

- In its report to the Conference, the Independent External Evaluation (IEE) team indicated that a strategic human resources management framework was needed to engage senior management and the Human Resources Management Division jointly in implementing key human resource objectives.
- In response to this recommendation, a human resources management strategy and policy framework was developed and presented to the Finance Committee at its 125th Session. Regular reports have been made to the Finance Committee in subsequent sessions on progress with key HR initiatives.
- In line with FAO's results-based planning framework, the HR priority initiatives have been formulated as part of the results-based hierarchy, showing how they, as specific products and services, support HR Unit Results and contribute towards achievement of FAO Organizational Results and realisation of HR Reform.
- Significant progress was made in 2009 towards delivery against priority HR initiatives. Achievements included the implementation and piloting of the new performance management system (PEMS), the development of internship and junior professional programmes to attract and support young professionals to FAO and the roll out of the Management Development Centre (MDC). Ongoing support has also been offered to Departments and Offices to implement restructuring proposals and design new jobs as a consequence of restructuring and delayering.
- The current document reports on achievements to date and establishes time-bound targets, milestones and indicators for key products and services in the 2010/11 biennium. Periodic reports on progress towards meeting these targets and milestones will continue to be presented to the Finance Committee.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- The Finance Committee may wish to:
 1. Take note of progress made in closely aligning the HR Strategic Framework and Action Plan with the results-based planning framework
 2. Take note of progress already made in delivering against key HR products and services, bearing in mind the specific, measurable and time-bound targets established for the current biennium, against which progress will be tracked.

1. In its report to the Conference, the Independent External Evaluation (IEE) team indicated that a strategic human resources management framework was needed to engage senior management and the Human Resources Management Division jointly in implementing key human resource objectives. Recommendations were also made about the need to reform and modernize HR into a more strategic and proactive function with a strong business partner perspective.
2. In response to this recommendation, a human resources management strategy and policy framework embodying three consolidated HR goals¹, was developed and presented to the Finance Committee at its 125th Session. The framework has subsequently undergone a number of revisions to (a) incorporate a ‘roadmap’, which established timelines and measurable indicators on implementation of six priority initiatives²; and (b) incorporate a number of Root and Branch Review (RBR) recommendations on the human resources management function³.
3. As part of its periodic review of progress on the implementation of the HR strategy framework, the Finance Committee recognised, at its 126th Session, that the HR strategy framework was a living document and noted the continuing efforts being undertaken by the Organization to clearly align the three HR goals to Functional Objective Y (“Efficient and effective administration”) and the three underlying Organizational Results developed for the Medium-Term Plan (MTP) 2010-13⁴.
4. In January 2010, FAO introduced its results-based planning framework, representing a process through which each organizational unit would transform what was planned in the PWB 2010-11 into operational practice and providing a basis for implementation, monitoring and reporting. As part of this process, the HR function identified seven Unit Results, which formally capture the proposed contribution of the HR function to achieving the three Organizational Results under Functional Objective Y.
5. As part of the results-based planning framework introduced with the 2010-11 biennium, HR priority initiatives have been formulated as products and services supporting HR Unit Results. The HR strategy framework (hereinafter referred to as the “HR Strategic Framework and Action Plan”) has accordingly been re-written as a forward-looking document, which establishes the strategic objective and vision for the HR function, summarizes progress to date with key products and services and serves as a plan of action for the current biennium. The framework document is included as an addendum (Annex 1 – HR Strategic Framework and Action Plan) to this brief.
6. Significant progress was made in 2009 towards delivery against priority HR initiatives. Some major highlights are summarised below:
 - a) A Human Resources Management Information and reporting (HRMIR) system was established, which will, in future, function as a single repository of HR information and enable constituents to access accurate and relevant information in a timely manner.

¹ (a) to enable a workforce of excellence and high performance; (b) to establish HR as a strategic partner in corporate management and (c) to provide efficient and effective HR service in support of programme delivery

² (a) Management Information Reporting; (b) Performance Evaluation; (c) Management/Leadership training; (d) New HR Policies; (e) Streamlining and (f) Support to restructuring.

³ (a) a shift in the HR function towards a “business partner” approach; (b) a new accountability framework for the HR function; (c) streamlining existing HR processes with a view to deriving greater efficiencies in the delivery of these processes; (d) establishing new HR processes (such as HR Strategy, HR Communications and HR Staffing); (e) realigning the skill-mix and competencies of the professional staff in the HR function and (f) reinforcing managerial competencies.

⁴ ref. document CL 137/4 – Progress report on implementation of human resources management strategy and policy framework.

- b) Policy documents were developed for Internship and Junior Professional programmes, which contribute towards the establishment of a consistent and joined-up system for the recruitment of young professionals, particularly from developing countries⁵.
- c) Over 50 FAO managers participated in the newly established Management Development Centre, which was rolled-out in partnership with other Rome-based agencies and 29 managers received management coaching.
- d) A performance management (PEMS) system was successfully piloted. All staff on full-time or continuing contracts will participate in performance management in 2010.
- e) In response to recommendations made by the Root and Branch Review team, new HR strategy and communications functions were established in 2009, with implementation of a career development function planned for 2010.
- f) New HR policies on flexible working arrangements and the use of retirees were endorsed and implemented.

⁵ A recommendation put forward in the report of the Independent External Evaluation (refer recommendation 8.2)

HR Strategic Framework and Action Plan 2010-11

Introduction

FAO's main asset - and the foundation for the achievement of organizational results - is its human resources. As part of the recommendations outlined in the Independent External Evaluation of FAO (CoC-IEE), Immediate Plan of Action (IPA), and the Root and Branch Review (RBR), the Human Resources Management Division is reforming, modernizing - with many new projects and initiatives well underway.

This HR Strategic Framework and Action Plan is a forward-looking document, which establishes the strategic objective and vision for the HR function, summarizes progress with key initiatives and serves as a plan of action over the lifetime of the current corporate plan. It also highlights the many HR reform initiatives already underway and sets out particular areas of emphasis and activities which will take place in the 2010-11 biennium to ensure that HR processes and initiatives are aligned to and support FAO objectives.

As part of the new results-based planning framework introduced in the 2010-11 biennium, the HR function identified seven Unit Results which formally capture the proposed contributions to the Organizational Results under Functional Objective Y and provide a basis for implementation, monitoring and reporting. The seven Unit Results set out below with the activities, products and services that align to them will help guide the work of the Division over the course of 2010-11. The Unit Results will be updated regularly to show progress made and to highlight areas where further effort may be required.

The first section of this document ("HR strategic framework") describes the strategic context in which HR operates, sets out the HR vision and highlights areas of emphasis in the current biennium, established in consideration of IPA and RBR recommendations, suggestions from the staff representative bodies and from the Culture Change initiative. The second section of this document ("Action Plan") provides a progress report on each Unit Result and the major products and services which support its achievement.

The modernization of HR will be an intensive and continuous process over the current and forthcoming biennia. The Human Resources Management Division looks forward to working together with FAO managers and staff in supporting the Organization's most valuable asset - its people.

HR STRATEGIC FRAMEWORK

Strategic Context

“FAO’s human resources are the main asset of the Organization, providing the totality of its technical support to Member countries.”

Immediate Plan of Action (IPA), paragraph 42.

Human resource issues are critical to the on-going process of FAO reform. The implementation of restructuring and de-layering initiatives, in particular, have major implications for the delivery of FAO’s programmes, with HR needing to support and facilitate the changes brought about by reform. This can only be achieved by adopting a more strategic approach to human resource management, which is aligned to the overall strategic priorities of the organization, as set out in FAO’s corporate plans.

High priority has been placed on HR reform by FAO Members and the Secretariat. In response to recommendations set out in the Independent External Evaluation and further elaborated in the Immediate Plan of Action and Root and Branch Review, the human resources function has embarked on an ambitious programme of reform and modernization. New positions have been created in HR strategy, organizational design, HR communications and policy to reinforce the HR function with skilled and experienced human resource management specialists, with costs eventually offset by efficiency savings mainly in HR processing functions.

Significant progress is also being made in streamlining HR processes in order to improve operational efficiency and client satisfaction. These changes support the new corporate services accountability framework, which intends to delegate authority and responsibility on the development and enforcement of HR policies to the HR Director and renders HR branch managers operationally responsible for the delivery of HR processes and activities.

The process of modernizing the HR function cannot, however, happen overnight. In addition to delivering an ongoing wide range of HR services to FAO staff (payroll, recruitment, training and development and workforce planning support, for example), the HR function has carriage of a number of significant IPA projects, including the development of new policies, implementation of a performance management system (PEMS) and delivery of a suite of management development programmes.

The focus during the current biennium will also be placed on establishing the building blocks to transform HR into a more proactive function with a strong business partner perspective, a process which was foreseen, under the Immediate Plan of Action (IPA) for FAO Renewal, to be an intensive and continuous process, taking place over two biennia. The process of HR reform is currently on track.

Vision



“Reforming HR – investing in people, building partnerships, and ensuring service excellence.”

A new CSH divisional logo and slogan are part of the new HR communications approach and are intended to be visual markers of what the HR function is working towards. The logo has a person built into the division’s name, demonstrating that people are the focus of its work. The slogan emphasizes three inter-dependent efforts and recognizes that ultimately HR reform will only be realised through the cumulative impact of HR policies and processes which demonstrate FAO’s commitment to and investment in its staff, partnership between the HR division and the client areas it serves and excellence in HR service delivery. The following sections of this strategic framework briefly summarize the priority initiatives endorsed in 2009 and set out areas of emphasis for the 2010-11 biennium.

Priority Initiatives

At its 126th Session in May 2009, the Finance Committee endorsed six HR initiatives as ‘priority initiatives’ in the immediate short-term and requested that the HR function i) prioritise the initiatives and associated activities in its work plans, ii) establish timelines and measurable indicators for them and iii) provide regular updates on progress towards meeting the indicators to the Committee. The six priority initiatives were:-

- 1 Management information reporting
- 2 Performance evaluation (PEMS)
- 3 Management/leadership training
- 4 New HR policies
- 5 Streamlining
- 6 Support to restructuring

Consistent with FAO’s new results-based planning framework, these initiatives have now been incorporated under their relevant Unit Result in the attached Action Plan.

Areas of Emphasis – 2010-11

In line with the Organization’s new Results-Based Management (RBM) approach, the human resources management action plan sets out seven Unit Results, which contribute to the achievement of FAO’s Organizational Results through alignment with Functional Objective Y - *Efficient and effective administration*.

These Unit Results establish the framework under which all HR products and services will be delivered, including the activities and client support essential for effective HR administration across the Organization. Embedded in these Unit Results are also the priority HR initiatives endorsed by the Finance Committee and other reform recommendations set out in the IEE and further elaborated in the IPA and RBR. These Unit Results also cover the HR-related culture change proposals under the three broad themes of Recognition and Rewards, Career Development, and Creating an Inclusive Work Environment, generated by the Culture Change Team through extensive organization-wide staff consultation over the course of 2009.

The reform and modernisation of the HR function will be an intensive and continuous process over the next biennium, with the CSH Unit Results - as outlined in the action plan - a critical tool to help guide this effort.

HR MANAGEMENT ACTION PLAN - 2010-11

Organizational Results

The three Organizational Results to which the HR function contributes are:-

- Y1 FAO's support services are recognised as client-oriented, effective, efficient and well-managed;
- Y2 FAO is recognised as a provider of comprehensive, accurate and relevant management information; and
- Y3 FAO is recognised as an employer that implements best practices in performance- and people-management, is committed to the development of its staff and capitalises on the diversity of its workforce.

CSH Unit Results

- 1 An HR MIR system is established and able to meet the HR information needs of a range of stakeholders, including FAO Managers (through self-extraction of information) and external constituents (through report generation by CSH).
- 2 Effective recruitment and staffing policies, procedures and systems are established, which support the overall objective of recruiting a competent skilled workforce, while promoting gender and geographic balance.
- 3 Based on the evolving FAO competency framework, staff development and learning products and services are developed and delivered, both at HQ and Decentralized Offices, driven by the performance management system (PEMS).
- 4 An FAO competency framework is formulated and supporting tools are developed in partnership with FAO Departments and Offices in support of new structures arising out of HR Reform and decentralization initiatives.
- 5 The role, organizational structure and accountability framework for the HR function are reviewed and changes defined and implemented in order to support a move towards a more strategic HR function.





- 6 HR services, guided by agreed Service Level Agreements (SLAs), are client-focused and well-communicated.
- 7 HR policies, procedures and practices are defined to support an enabling workforce of high integrity.

Action Plan progress report

Progress reports on the seven HR Unit Results and some of the significant products and services which support them are set out on the following pages. In the Plan, the narrative covering products and services which have been identified and endorsed under the IPA are colour-coded red and marked “(IPA)” and regular programme-funded initiatives are colour-coded black

‘Traffic Light’ reporting

The Strategic Framework and Action Plan utilises a ‘traffic light’ reporting system to indicate the current status of each product or service with respect to scheduled timeframes. The reporting system is as follows:-

-  denotes activities which are On Schedule
-  denotes activities which are Experiencing Delays
-  denotes activities which have Not Yet Commenced or are at Early Inception stage
-  denotes activities which are Completed

ACTION PLAN – PROGRESS REPORT



Unit Result 1: An HR Management Information Reporting (MIR) system is established and able to meet the HR information needs of a range of stakeholders, including FAO Managers (through self-extraction of information) and external constituents (through report generation by CSH)

UR1 Indicator/s: number of standard reports available on-line; generation of streamlined reports; reduction in time to produce and validate standard monthly reports

UR1 Impact Statement: FAO stakeholders have swifter access to timely, accurate reports, which meet their HR information needs and assist workforce planning in support of programme objectives

Summary

The HR Management Information Reporting (MIR) project reached its third stage, which involved consolidating data from various different transactional systems with a view to creating a single repository of HR information. Progress is now underway towards adapting the corporate Business Intelligence platform to effectively support clients in extracting HR information through a self-service capability. A post-implementation review is scheduled to take place in 2010.

Significant UR products/services	Progress to date	Outstanding activities	Target date	Status
1. An upgraded Data Warehouse is established, which improves ease of data extraction and supports substantive staff management (IPA)	<ul style="list-style-type: none"> ▪ Project team formulated ▪ User requirements finalised 	<ul style="list-style-type: none"> ▪ Data warehouse for core HR data established ▪ Additional HR data established in Data Warehouse 	<ul style="list-style-type: none"> ▪ Feb 2010 ▪ Dec 2010 	
2. Relevant, accurate HR information reports are available through the system and end users trained to access them	<ul style="list-style-type: none"> ▪ Core HR planning reports developed and tested ▪ HR statistical dashboards developed 	<ul style="list-style-type: none"> ▪ Pilot release of dashboards & core reports ▪ Training delivered to relevant staff ▪ Development of additional reports and dashboards 	<ul style="list-style-type: none"> ▪ Apr 2010 ▪ Jun 2010 ▪ Dec 2010 	





Unit Result 2: Effective recruitment and staffing policies, procedures, systems and targets are established, which support the overall objective of recruiting a competent skilled workforce, while promoting gender and geographic balance

UR2 Indicator/s: Revised recruitment targets established; % of countries that are equitably represented; % of female staff in different categories

UR2 Impact Statement: Recruitment policies and practices comply with organizational objectives and enable FAO managers to recruit a skilled and competent workforce

Summary

Substantive progress has been made in implementing a consistent system for the recruitment of young professionals, with coordination of the APO programme moving to CSH, the implementation of a new internship programme and development of a policy for the recruitment of Junior Professionals. Immediate priorities include finalisation and endorsement of the HR strategic action plan on gender balance and full roll-out of FAO's new i-Recruitment system.

Significant UR products/services	Progress to date	Outstanding activities	Target date	Status
3. An effective policy for gender and geographic representation is in place, particularly regarding developing countries (IPA)	<ul style="list-style-type: none"> ▪ Draft HR strategic action plan on gender balance developed following extensive consultation ▪ Geographical and gender targets established 	<ul style="list-style-type: none"> ▪ Refinement of Gender plan to incorporate comments received ▪ Formal consultation process on Gender plan 	<ul style="list-style-type: none"> ▪ Jun 2010 ▪ Sep 2010 	
4. A joined up and consistent system for the recruitment of young professionals, particularly from developing countries is established (IPA)	<ul style="list-style-type: none"> ▪ Internship policy implemented ▪ Junior Professionals policy finalised and at formal consultation stage 	<ul style="list-style-type: none"> ▪ Endorsement of JPP policy ▪ Recruitment and commencement of first cohort of JPs ▪ Coordination unit for all entry programmes established 	<ul style="list-style-type: none"> ▪ Apr 2010 ▪ Sep 2010 ▪ Dec 2010 	
5. A system for wider publication of FAO vacancies is implemented (IPA)	<ul style="list-style-type: none"> ▪ Database of institutions/addresses under development to ensure wider circulation of FAO vacancies 	<ul style="list-style-type: none"> ▪ Finalization and utilization of the system 	<ul style="list-style-type: none"> ▪ Dec 2010 	
6. An i-Recruitment system for professional positions is implemented with extended functionality	<ul style="list-style-type: none"> ▪ i-Recruitment system developed and being progressively implemented 	<ul style="list-style-type: none"> ▪ Full roll-out of i-Recruitment system to incorporate all FAO Professional vacancies 	<ul style="list-style-type: none"> ▪ Dec 2011 	




Unit Result 3: Based on the evolving FAO competency framework, staff development and learning products and services are developed and delivered, both at HQ and Decentralized Offices, driven by the performance management system (PEMS)

UR3 Indicator/s: Increased % of appropriately selected managers completing FAO core managerial training; % increase in competency ratings; % of staff participating in PEMS

UR3 Impact Statement: An increased number of staff participate in FAO competency-based HR initiatives with an improvement in their level of proficiency and all staff on professional or continuing contracts are assessed, through participation in PEMS, on their results-based performance

Summary

A comprehensive Management and Leadership Programme was implemented comprising the joint Rome agency based Management Development Centre (MDC), an Executive Coaching programme and Leadership Development curricula. Scholars from leading institutions shared their expertise with staff over a two-day period at a Management and Organizational Effectiveness Forum, with much of the event web-streamed. PEMS was successfully piloted and is now being rolled out to all staff with training widely-available.

Significant UR products/services	Progress to date	Outstanding activities	Target date	Status
7. A package for increased staff training including in management is introduced (IPA)	<ul style="list-style-type: none"> ▪ MDC rolled out – 50+ participants ▪ 29 staff participated in coaching ▪ Leadership development curriculum developed – 2 courses rolled out ▪ Management and Organizational Effectiveness Forum conducted 	<ul style="list-style-type: none"> ▪ Management newsletter published ▪ Tender documents for Advanced MLP released ▪ Steady growth in participants – MDC target: 60; Coaching target: 80 in 2010 	<ul style="list-style-type: none"> ▪ Apr 2010 ▪ Jun 2010 ▪ Dec 2010 	
8. An objective staff appraisal system (PEMS) linking staff performance to organizational objectives is introduced (IPA)	<ul style="list-style-type: none"> ▪ Oracle system configuration successfully rolled out ▪ Successful pilot of PEMS conducted ▪ PEMS learning programmes and support delivered to staff 	<ul style="list-style-type: none"> ▪ Mid-term/Year-end training held ▪ Rewards and Incentives strategy developed and endorsed ▪ Full roll-out of PEMS to all staff on FT or continuing contracts 	<ul style="list-style-type: none"> ▪ Dec 2010 ▪ Jan 2011 ▪ Feb 2011 	
9. A blended learning approach to staff development and learning is established, training needs are identified in partnership with internal clients and learning programmes and initiatives are delivered	<ul style="list-style-type: none"> ▪ Concepts defined and initial work on developing programmes commenced 	<ul style="list-style-type: none"> ▪ FAO “Virtual Academy” piloted ▪ Phase 1 implemented 	<ul style="list-style-type: none"> ▪ Sep 2010 ▪ Jun 2011 	



Unit Result 4: An FAO competency framework is formulated and supporting tools are developed in partnership with FAO Departments and Offices in support of new structures arising out of HR Reform and decentralization initiatives

UR4 Indicator/s: Competency framework model defined and endorsed at corporate level; restructuring changes implemented in accordance with timeframes

UR4 Impact Statement: A competency framework is formulated and integrated with core HR functions (recruitment, learning and development and performance management) to support FAO managers in identifying candidates with appropriate levels of competency for vacant positions, assessing performance relative to requisite competencies during PEMS discussions and ensuring that learning and development programmes meet development needs

Summary

CSH continues to play an active role in supporting Departments and Offices to formulate restructuring proposals, design new job roles as a consequence of restructuring and de-layering and implement new organizational models. Delays were experienced in developing and implementing an Organization-wide competency framework with the result that a revised date of December 2010 has been established for endorsement of the concept model. The focus in the current biennium continues to be on the impact of restructuring and development of a supporting competency framework with effective linkages to associated HR functions. In 2010 FAO will also implement the new GS job evaluation standards, which have been endorsed by the International Civil Service Commission.

Significant UR products/services	Progress to date	Outstanding activities	Target date	Status
10. A competency framework is developed and profiles for positions including Regional Representatives, sub-regional coordinators and FAORs are established (IPA)	<ul style="list-style-type: none"> ▪ Competency framework concept developed and discussed ▪ Delays experienced in finalising framework 	<ul style="list-style-type: none"> ▪ Endorsement of concept model 	<ul style="list-style-type: none"> ▪ Dec 2010 	
11. New organizational structures are implemented and appropriate support provided to restructuring (IPA)	<ul style="list-style-type: none"> ▪ HR restructuring proposals approved ▪ Piloting of new organizational models underway 	<ul style="list-style-type: none"> ▪ Implementation of new HQ structure ▪ Ongoing monitoring of new structure 	<ul style="list-style-type: none"> ▪ Jul 2010 ▪ Dec 2010 	



Unit Result 5: The role, organizational structure and accountability framework for the HR function are reviewed and changes defined and implemented in order to support a move towards a more strategic HR function

UR5 Indicator/s: HR function changes defined and implemented; full staffing of the new HR function

UR5 Impact Statement: Reforms to the HR function are introduced which reflect best practice in contemporary human resource management and enable the CSH division to provide enhanced and more strategic products and services to client managers, staff and other constituents

Summary

In response to detailed recommendations made by the Root and Branch Review team, the Human Resources Management Division embarked on an ambitious programme of reform and modernization in 2009. New HR communications and strategy functions were established and vacant HR positions advertised. The HR structure will be reinforced, in 2010, by the establishment of a career development function and the recruitment of an experienced HR professional to identify, manage and coordinate related initiatives.

Significant UR products/services	Progress to date	Outstanding activities	Target date	Status
12. A new role for the HR function is defined and competency and accountability frameworks are reviewed (IPA)	<ul style="list-style-type: none"> ▪ Root & Branch Review of the HR function undertaken ▪ Recommendations endorsed 	<ul style="list-style-type: none"> ▪ Framework on HR partnership developed ▪ Competency and accountability frameworks reviewed 	<ul style="list-style-type: none"> ▪ Dec 2010 ▪ Dec 2011 	
13. Appropriate changes are made to support the new HR organizational structure, including management of vacancies, streamlining of HR processes and establishment of new HR functions	<ul style="list-style-type: none"> ▪ Vacant HR positions advertised ▪ HR communications, strategy and career development identified as important new HR functions 	<ul style="list-style-type: none"> ▪ HR vacancies filled ▪ Launching of a career development function ▪ Implementation of all endorsed process changes 	<ul style="list-style-type: none"> ▪ Dec 2010 ▪ Dec 2010 ▪ Dec 2011 	


Unit Result 6: HR services, guided by agreed Service Level Agreements (SLAs), are client-focused and well-communicated

UR6 Indicator/s: Number of services covered by SLAs with performance tracking systems; level of client satisfaction

UR6 Impact Statement: Service Level Agreements are established for all core HR services, which enable the CSH division to gauge client service expectations, track performance against targets and steadily improve service levels

Summary

CSH has commenced the process of developing Service Level Agreements (SLAs) in consultation with FAO client areas to enable the division to establish, track and report on the levels of service it provides. In order to ensure that services are appropriate, client-focused and well-communicated, a comprehensive client satisfaction survey will be developed and circulated in early 2011 to identify areas of improvement and provide baseline data on levels of satisfaction with CSH services. It is anticipated that the survey will continue to be circulated at least once per biennium to gauge service improvement following implementation of HR Reform initiatives.

Significant UR products/services	Progress to date	Outstanding activities	Target date	Status
14. Effective and client-focused services across all HR functions are delivered to FAO clients and service level agreements are established to monitor service delivery	<ul style="list-style-type: none"> ▪ SLAs developed for some CSH services and activities 	<ul style="list-style-type: none"> ▪ SLAs finalised and endorsed by clients for all core CSH services ▪ Development and circulation of a client satisfaction survey ▪ Analysis and circulation of results 	<ul style="list-style-type: none"> ▪ Dec 2010 ▪ Feb 2011 ▪ Jun 2011 	


Unit Result 7: HR policies, procedures & practices are defined to support an enabling working environment of high integrity

UR7 Indicator/s: Level of client satisfaction

UR7 Impact Statement: The ongoing development, implementation and review of key HR policies, practices and procedures contribute towards the establishment of an enabling working environment, which supports and facilitates the achievement of organizational objectives.

Summary

A revised policy on the use of non-staff human resources and retirees was submitted to, and endorsed by, the Finance Committee. New policies on flexible working arrangements and internship were also implemented in 2009. A Guiding Principles of mobility paper was endorsed, in principle, by SMT members with the focus now moving to developing two detailed policy proposals – on long-term and temporary mobility – to underpin the programme. Junior Professionals and Retirees policies will be implemented in the course of 2010.

Significant UR products/services	Progress to date	Outstanding activities	Target date	Status
15. An incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria is established (IPA)	<ul style="list-style-type: none"> ▪ Delay experienced in meeting original 2009 target for endorsement of mobility policies ▪ Guiding Principles of Mobility paper developed, discussed and endorsed by members of the SMM 	<ul style="list-style-type: none"> ▪ Policies on long-term and temporary mobility drafted and sent out for consultation ▪ Mobility policies finalised 	<ul style="list-style-type: none"> ▪ Mar 2010 ▪ Jul 2010 	
16. The process of HR policy development, implementation and review is effectively led and coordinated by the HR function	<ul style="list-style-type: none"> ▪ Policy on flexible working arrangements implemented ▪ Policy on retirees endorsed ▪ Internships policy implemented ▪ Consultation on JP policy completed 	<ul style="list-style-type: none"> ▪ Implementation of retirees policy ▪ Implementation of JPP policy ▪ Rotation policy finalised (refer 15 above) ▪ Endorsement of policy on gender balance ▪ Review of flexible working arrangements policy 	<ul style="list-style-type: none"> ▪ Apr 2010 ▪ Jun 2010 ▪ Jul 2010 ▪ Sep 2010 ▪ Dec 2010 	