



منظمة الأغذية
والزراعة
للأمم المتحدة

联合国
粮食及
农业组织

Food
and
Agriculture
Organization
of
the
United
Nations

Organisation
des
Nations
Unies
pour
l'alimentation
et
l'agriculture

Продовольственная и
сельскохозяйственная
организация
Объединенных
Наций

Organización
de las
Naciones
Unidas
para la
Agricultura
y la
Alimentación

FINANCE COMMITTEE

Hundred and Thirty-fifth Session

Rome, 25 – 29 October 2010

Implementation of Corporate Human Resources Strategy

Queries on the substantive content of this document may be addressed to:

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EXECUTIVE SUMMARY

- At its 132nd Session in April 2010, the Finance Committee discussed a progress report on the delivery of initiatives in the HR Strategic Framework and Action Plan 2010-11. The Committee welcomed the alignment of the strategic framework document with the corporate results-based planning framework and noted the progress that had been achieved in delivering against key HR products and services, bearing in mind the measurable and time-bound targets established for the current biennium, against which progress would be tracked. The current document reports on progress achieved since April of this year towards meeting established targets and actions in the Action Plan.
- The successful implementation of the HR Action Plan is a critical pillar of FAO renewal. Since the submission of the previous progress report, progress has continued to be made towards delivery against the six 'priority initiatives' that had been identified by the Finance Committee at its 126th Session held in May 2009, as well as in a number of other areas. The principal achievements since April have included the completion of the organisational restructuring exercise as well as the release of the new HR Management Information Reporting system. With regard to the remaining initiatives, substantial headway continues to be made with the roll out of the new performance management system (PEMS), which is now being used by all staff across the Organization, and the Management Development Centre (MDC).
- As indicated in this progress report, execution of many of the key HR activities continues to proceed in accordance with the established milestones and indicators. Delays have, however, occurred with some of the activities in the Action Plan for a range of reasons including procurement and contractual issues, internal staffing constraints due to the heavy volume of divisional work and extensive consultative processes associated with some of the more sensitive projects, such as development of the FAO mobility policy. Delayed projects are colour-coded orange in the Plan, with explanatory text summarising the reason for the delay and revised target timeframes indicated.
- As FAO moves forward with the reform of the HR function, a senior-level Human Resources Committee has been established to ensure that the Organization is appropriately investing in, mobilising and empowering its human capital in support of the effective delivery of its defined programmes, goals and strategies. This Committee will meet on an approximately quarterly basis to monitor progress with major HR activities.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

The Finance Committee may wish to:

- Take note of progress made since the previous session in delivering against key HR initiatives and activities, bearing in mind the specific, measurable and time-bound targets established for the current biennium, against which progress is tracked..

Draft Advice

- **The Finance Committee noted the progress that continues to be made in delivering against key HR initiatives and activities, which constitute a critical dimension of FAO Reform. It also took note of some HR activities that are experiencing implementation delays and looked forward to receiving periodic progress reports at its future sessions.**

1. As part of its periodic review of progress on the implementation of the HR strategy framework, the Finance Committee endorsed at its 132nd Session the HR Strategic Framework and Action Plan for the 2010-11 biennium and noted that there had been significant progress made in closely aligning the document with the corporate results-based planning framework. The Committee further noted 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 would be tracked.
2. During the period since April 2010, significant progress has been achieved in several of the priority initiatives and activities prescribed in the HR Strategic Framework's Action Plan, which is attached as an Annex to this report. Specific noteworthy achievements include the completion of the implementation of the new headquarters structure at the end of August 2010, the pilot launching of the new HR management information reporting system in June-September 2010 and ongoing reform of the HR function to enable an enhanced, more strategic approach to human resources management.
3. The institution of the new headquarters structure has led to the establishment of a new apex structure within the Organization, led by a new Executive Leadership Team. New Offices have been established for Strategy, Planning and Resource Management and for Evaluation, Legal and Ethics, in addition to the Office of Communications and External Relations. The restructuring exercise has had a significant impact on financial, administrative, HR and IT processes, which have had to be closely coordinated to ensure the effective operational capacity of the new delayered organisational design. The restructuring of FAO in response to the delayering initiative has brought forward new approaches in organizational structures and has had a direct effect in promoting new thinking around team roles and facilitating the emergence of new organizational models.
4. In line with the recommendation emanating from the review conducted by Ernst & Young of the Director-General's Office, a Human Resources Committee has been established to ensure strategic oversight of the Organization's management of its human resources. As a small senior-level advisory body to the Director-General, the Committee will seek to ensure that the Organization is appropriately investing in, mobilising and empowering its human capital in support of the effective delivery of its defined programmes, goals and strategies.
5. The clauses below summarize current status with some of the major HR activities contained in the Action Plan. Execution of many of these activities continues to proceed in accordance with the established milestones and indicators. Delays have, however, occurred with some of the activities in the Action Plan for a range of reasons, including:
 - procurement and contractual issues (e.g. need to liaise with other Rome-based agencies and issues in procurement approval processes led to a few months delay in the release of tender documentation for the Accelerated Management and Leadership Programme);
 - internal constraints (e.g. an unanticipated volume of applicants led to delays in the selection of the first cohort of Junior Professionals, coupled with heavy workload in the recruitment area); and
 - protracted consultative processes (e.g. issues raised by the Human Resources Committee concerning the draft proposed FAO mobility policy required a revision of the draft policy and an interim set of guidelines for the immediate short-term).

Delayed projects are colour-coded orange in the Plan, with explanatory text summarising the reason for the delay and revised target timeframes indicated.

6. Following its pilot release to a targeted group of users at Headquarters and in Decentralised Offices between July and September 2010, the new HR management information reporting (HR MIR) system has been completed and rolled out to managers and HR practitioners.

Within the framework of the HR MIR, a 'Roster Search' engine has been developed to enable managers to effectively identify human resources with the requisite skill-mix needed to assist them in the delivery of their programmes. The i-Roster search was well received by users and piloted in September, with a phased deployment for all users scheduled to take place between March and December 2011.

7. Successful completion of the HR MIR system will contribute to the establishment of a corporate Management Information System, as called for in the Immediate Plan of Action. Its deployment will:

- enhance and streamline current HR reporting processes as well as introduce quality assurance measures which ensure consistency and accuracy of statistical data;
- provide a tailored management information reporting tool that can produce meaningful data in real time for various levels of management on its human resources to support appropriate planning and decision making; and
- deliver a mechanism that will assist the Human Resources Management Division to develop strategy and HR planning processes and thus allow it to shift to a more strategic and advisory role as called for by the IEE and Root and Branch review.

8. Notwithstanding the delays noted above, substantial progress has been made in implementing a consistent system for the recruitment of junior professionals (JPs), with over 2,400 applications already received for the initial cohort and some 80 expressions of interest from Headquarters and field units to host the JPs. A major task is now underway to match JPs to host areas based on the criteria established for the JPP programme. This programme follows the transfer of responsibility for the co-ordination of the APO Programme to the HR Division and the implementation of a new internship programme. Final selection of the first cohort of JPs is currently scheduled for December 2010.

9. A draft policy on Organizational Staff Mobility was completed following the conclusion of the consultation process with the Departments and staff representative bodies. As part of the new internal HR governance process, the draft policy was presented to the Human Resources Committee (HRC) in September 2010 in order for the Committee to advise the Director-General in accordance with its revised mandate. In light of feedback received at that meeting, amendments are being made to the draft policy. Interim measures will seek to ensure that the target of 100 managed geographical and/or functional assignments for the 2010-2011 biennium are met.

10. During the current reporting period the second Management and Organizational Effectiveness Forum was successfully staged in September 2010, attended by several hundred managers and staff from FAO as well as managers from WFP and IFAD, with all of the event web-streamed. Additional initiatives under the umbrella of Management and Leadership Development included publication of the first management newsletter (Cedar) and continued expansion of participation in the Management Development Centre. Tender documentation for outstanding modules of the Management Leadership Curriculum (MLC) and the Accelerated Management and Leadership Programme (AMLPP) was also released following delays due to the complexity of the tender process and need to liaise with other Rome-based agencies. The Negotiation and Conflict Management tender will be released in October 2010.

11. Specific measures have been put in place to reduce recruitment time-frames. These include expanding membership of the Professional Staff Selection Committee (PSSC) to enable more meetings to be held and more submissions to be reviewed each week. A more streamlined process for preparing submissions for the PSSC has also been developed and is under consideration for implementation from October 2010. The gradual implementation of i-Recruitment in 2011 will also greatly facilitate both the application and screening process. Recruiting units have additionally been requested to commit to specific deadlines for filling vacant positions.

12. Specific measures are also being implemented to attract and recruit greater numbers of qualified candidates from target groups, in particular professional women and nationals from non- and under-represented countries. These include:

- formulation of a methodology to establish departmental targets for under-represented groups, in addition to implementation of revised selection procedures that require recruiting units to pay special attention to gender and geographic representation;
- special outreach activities, such as publication of press advertisements in over 60 countries; and
- establishment of a database of worldwide institutions targeting candidates from non- and under-represented countries and professional women to ensure wider publication of FAO vacancies, implemented in September 2010.

13. In the report of the 139th session of the Finance Committee in April 2010, the Committee recommended that the Council change the existing FAO gender representation target of 35% females at professional and higher levels to the UN target of 50%. This was endorsed by Council at its 139th session. To complement this change, a draft HR strategic action plan on gender representation has been prepared, containing a number of proposed actions to attract, advance and retain professional women. This will be presented to the Human Resources Committee at its next session in October 2010.

14. Effective progress continues with implementation of the Performance and Evaluation Management System (PEMS) with 96% of FAO staff having received training on the new system. The PEMS planning phase was completed at the end of May with 96% staff participation in Headquarters and 86% in Decentralized Offices. Systems are now in place for all staff to undergo the first full year end (2010) evaluation process across the Organization. Progress with development of a comprehensive Rewards and Recognition programme to underpin and complement performance management is also on track, with development of a white paper and strategy document completed.

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 outlined 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 and 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 next biennia. The Human Resources Management Division looks forward to working together in supporting FAO's most valuable asset.

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 the HR function 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 outlines seven Unit Results, contributing to the achievement of FAO’s Organizational Results through alignment with Functional Objective Y - *Efficient and effective administration*.

These Unit Results set out the framework under which all HR products and services will be delivered, including many of 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 FAO stakeholders can readily access relevant, accurate and up-to-date HR management information, housed in a consolidated HR Management and Information system (HRMIS).
- 2 Recruitment policies and practices comply with organizational objectives and enable FAO managers to recruit a skilled and competent workforce.
- 3 Staff development programmes are established and delivered based on learning needs identified during the performance management (PEMS) process.
- 4 An FAO competency framework is formulated to complement new structures arising out of HR Reform and decentralization initiatives.
- 5 Reforms to the HR function are introduced which enable the CSH division to provide an enhanced and more strategic level of service to FAO.

- 6 HR services, guided by agreed Service Level Agreements (SLAs), are client-focused and well-communicated.
- 7 HR policies and procedures reflect best practice in HR management.

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 as follows “(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 largely on schedule

denotes activities which are experiencing/have experienced delays

denotes activities which are completed

ACTION PLAN – PROGRESS REPORT






<p>Unit Result 1: FAO stakeholders can readily access relevant, accurate and up-to-date HR management information, housed in a consolidated HR Management and Information system (HRMIS)</p> <p>URI Indicator/s: Number of standard reports available on-line; client satisfaction with quality and accuracy of data</p>					
<p><u>Current Status (September 2010)</u></p> <p>The HR Management Information Reporting (MIR) project is currently at the end of its third stage, which has involved completing the consolidation of data from various different transactional systems into a single repository of HR information, which managers can access to generate reports and analyze data about their workforce. The pilot release of the dashboard and reports took place between June and September 2010 to enable user testing of the new reporting system. Integration of additional data, such as recruitment and performance management will form part of a follow-up project, which will commence in October 2010 and will also include the development of new reports, dashboards and further indicators.</p>					
Significant UR products/services	Progress at April 2010	Outstanding activities -April 2010	Target date (at April 2010)	Revised target (at Sept 2010)	Status (vs April target)
<p>1. An upgraded Data Warehouse is established, which improves ease of data extraction and supports substantive staff management (IPA)</p>	<ul style="list-style-type: none"> ▪ Project team formulated ▪ User requirements finalised ▪ Data warehouse for core HR data established 	<ul style="list-style-type: none"> ▪ Additional HR data established in Data Warehouse 	<ul style="list-style-type: none"> ▪ Dec 2010 	<p>On track</p>	
<p>2. Relevant, accurate HR information reports are available through the system and end users trained to access them</p>	<ul style="list-style-type: none"> ▪ Core HR planning reports developed and tested ▪ HR statistical dashboards developed 	<ul style="list-style-type: none"> ▪ Development of additional reports and dashboards ▪ Pilot release of dashboards and reports ▪ Training delivered to relevant staff 	<ul style="list-style-type: none"> ▪ May 2010 ▪ Jun 2010 ▪ Dec 2010 	<p>Completed Completed On track</p>	




Unit Result 2: Recruitment policies and practices comply with organizational objectives and enable FAO managers to recruit a skilled, competent workforce.

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

Current Status (September 2010)

A database of potential candidate institutions was finalized in July 2010 and is now being utilized to ensure wider publication of vacancies. The new recruitment system was implemented in April 2010 for a number of pilot positions and is now being evaluated, with full rollout for all positions on track for the end of the biennium. Recent focus has concentrated on implementing specific measures to reduce recruitment timeframes, including expanding membership of the Professional Staff Selection Committee to enable more meetings to be held and more submissions to be reviewed and introducing a more streamlined process for submissions. Delays have, however, been experienced with i) recruitment of the first cohort of Junior Professionals due to the overwhelming number of applicants and ii) endorsement of the draft HR Strategic Action Plan on gender representation, which was finalized in June 2010 in line with target timeframes but is now awaiting consideration by the newly formed Human Resources Committee.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Sept 2010)	Status (vs April target)
3. An effective policy for gender and geographic representation is established, particularly regarding developing countries (IPA)	<ul style="list-style-type: none"> Draft HR strategic action plan on gender balance developed following extensive consultation and circulated for comment 	<ul style="list-style-type: none"> Refinement of plan to incorporate comments received Review and endorsement by Human Resources Committee 	<ul style="list-style-type: none"> Jun 2010 Sep 2010 	<ul style="list-style-type: none"> Completed Oct 2010 	
4. A joined up and consistent system for the recruitment of young professionals is established (IPA)	<ul style="list-style-type: none"> Internship policy implemented Junior Professionals policy finalised and at consultation stage 	<ul style="list-style-type: none"> Endorsement of JPP policy Selection of host areas Selection of first cohort of JPs Commencement of first cohort 	<ul style="list-style-type: none"> May 2010 Sep 2010 Sep 2010 Oct 2010 	<ul style="list-style-type: none"> Completed Nov 2010 Dec 2010 Jan 2011 	
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 	<ul style="list-style-type: none"> Completed 	
6. An i-Recruitment system for professional positions is implemented with extended functionality	<ul style="list-style-type: none"> i-Recruitment system developed and ready for implementation 	<ul style="list-style-type: none"> System piloted & evaluated Roll-out of system for all FAO Professional vacancies 	<ul style="list-style-type: none"> Dec 2010 Dec 2011 	<ul style="list-style-type: none"> Dec 2010 Dec 2011 	
7. Specific measures are introduced to reduce recruitment timeframes	<ul style="list-style-type: none"> This is a new initiative introduced in the CSH work plan post April 2010 	<ul style="list-style-type: none"> Expanded PSSC membership Submission process streamlined 		<ul style="list-style-type: none"> Aug 2010 Oct 2010 	



<p>Unit Result 3: Staff development programmes are established and delivered based on learning needs identified during performance management (PEMS).</p> <p>UR3 Indicator/s: Increased number of appropriately selected managers completing FAO core managerial training; % of staff participating in PEMS; % increase in competency ratings of staff participating in PEMS</p>					
<p><u>Current Status (September 2010)</u></p> <p>A highlight of the current reporting period was the successful staging of the second Management and Organizational Effectiveness Forum in September 2010, attended by approximately 350 participants with the entire event web-streamed. Tender documentation for outstanding modules of the Management Leadership Curriculum (MLC) and Accelerated Management and Leadership Programme (AMLP) was finalized and released after initial delays due to the complexity of the tender process and need to liaise with the other Rome based agencies. Additional initiatives included publication of the first Management and Leadership newsletter (Cedar), continued roll-out of results based training modules and preparation for the launch of FAO's Virtual Academy, which has been delayed to November 2010 due to contractual issues. The PEMS project is on track, with roll-out of the full cycle of the system to staff due to be completed in February 2011, which includes the year-end evaluation phase.</p>					
Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Sept 2010)	Status (vs April target)
<p>8. A package for increased staff training including in management is introduced (IPA)</p>	<ul style="list-style-type: none"> ▪ MDC rolled out to 50 participants ▪ 29 staff participated in coaching ▪ Leadership development curriculum – 2 courses rolled out ▪ 1st Management and Organizational Effectiveness Forum conducted 	<ul style="list-style-type: none"> ▪ Mgmt newsletter published ▪ Tender documents for Accelerated MLP released ▪ Steady growth in training participants –MDC target: 60; Coaching target: 80 in 2010 	<ul style="list-style-type: none"> ▪ Apr 2010 ▪ June 2010 ▪ Dec 2010 	<ul style="list-style-type: none"> ▪ Sep 2010 ▪ Nov 2010 ▪ Dec 2010 	
<p>9. An objective staff appraisal system (PEMS) linking staff performance to objectives is introduced (IPA)</p>	<ul style="list-style-type: none"> ▪ Oracle system configuration ▪ Successful pilot of PEMS ▪ PEMS learning programmes and support delivered to staff 	<ul style="list-style-type: none"> ▪ Mid-term/Year-end training ▪ Roll-out of PEMS to all staff on FT or continuing contracts ▪ Recognition and Rewards strategy endorsed 	<ul style="list-style-type: none"> ▪ Dec 2010 ▪ Feb 2011 ▪ Jan 2011 	<ul style="list-style-type: none"> On track On track On track 	
<p>10. A blended learning approach to staff development is established, training needs are identified in partnership with internal clients and learning programmes are delivered</p>	<ul style="list-style-type: none"> ▪ Virtual Academy concepts defined and initial work on development commenced ▪ Managing for Results training rolled out 	<ul style="list-style-type: none"> ▪ FAO “Virtual Academy” piloted ▪ Phase 1 implemented 	<ul style="list-style-type: none"> ▪ Sep 2010 ▪ Jun 2010 	<ul style="list-style-type: none"> ▪ Nov 2010 Completed 	

Unit Result 4: An FAO competency framework is formulated to complement 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

Current Status (September 2010)

Following implementation of the new HQ organizational structure, CSH continues to support Departments and Offices to formulate restructuring proposals, design new job roles as a consequence of restructuring and de-layering and implement new organizational models. Focus in the current reporting period also continues to be on restructuring and implementation of the new GS job evaluation standard, which has been endorsed by the International Civil Service Commission. A cross-functional team was established in May 2010 to develop recommendations on the design of the proposed FAO Competency Framework with support of a specialist external consultancy firm. As a result of their work, a recommendation was put forward in July 2010, followed by a detailed project plan in September 2010, to develop and implement an amended version of the best practice UNICEF framework. Development of the framework and mapping the competencies to revised job families is scheduled to be completed by the end of the current biennium.



Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Sept 2010)	Status (vs April target)
11. 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 	<ul style="list-style-type: none"> Formulation of levelled competency framework Mapping of framework to revised FAO job families 	<ul style="list-style-type: none"> Dec 2010 Dec 2011 	<ul style="list-style-type: none"> March 2011 Dec 2011 	
12. New organizational structures are implemented and appropriate support provided to restructuring (IPA)	<ul style="list-style-type: none"> HQ restructuring proposals approved Decentralisation of activities (TCP program and FAOR Network) underway 	<ul style="list-style-type: none"> Delivery of job design toolkit workshops (phase I) Implementation of HQ restructuring changes 	<ul style="list-style-type: none"> Apr 2010 Jul 2010 	<ul style="list-style-type: none"> Completed Completed 	

Unit Result 5: Reforms to the HR function are introduced which enable the CSH division to provide an enhanced and more strategic level of service to FAO.

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

Current Status (September 2010)

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, which has continued throughout 2010. New HR communications and strategy functions were established and a number of vacant HR positions advertised. Although there have been some delays in finalizing the selection process for some of these positions, all are expected to be filled by the end of the year. Notable progress is currently being made by the strengthened CSH team to develop and implement the range of HR activities under IPA projects 7A and 14, all of which are listed in this action plan, and to forge closer links with partners across the organization. To that end, a proposed framework on HR partnership has been developed and is entering the consultation phase.


Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Sept 2010)	Status (vs April target)
13. 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 completed ▪ Recommendations endorsed 	<ul style="list-style-type: none"> ▪ Agreed framework on HR partnership developed ▪ Competency and accountability frameworks reviewed 	<ul style="list-style-type: none"> ▪ Sep 2010 ▪ Dec 2011 	<ul style="list-style-type: none"> On track On track 	
14. 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"> ▪ All HR vacancies filled ▪ Launching of a career development function ▪ Implementation of all endorsed process changes 	<ul style="list-style-type: none"> ▪ Sep 2010 ▪ Dec 2010 ▪ Dec 2011 	<ul style="list-style-type: none"> ▪ Dec 2010 On track On track 	


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 monitoring systems; Client satisfaction with quality and accuracy of data

Current Status (September 2010)

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. CSH's original intention to implement a client satisfaction survey to ensure that HR services are appropriate, client-focused and well-communicated and enable the division to gather baseline data on levels of satisfaction with its services has been overtaken by the corporate decision to develop Reform-focused employee surveys. CSH is providing advice and support to the team responsible for developing those surveys to ensure that questions are included that address the division's needs and that the full range of different staff and non-staff categories are accurately included in the demographics.

Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Sept 2010)	Status (vs April target)
15. 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 for all core CSH services ▪ Development and circulation of a client satisfaction survey 	<ul style="list-style-type: none"> ▪ Dec 2010 ▪ Feb 2011 	On track On track	

<p>Unit Result 7: HR policies and procedures reflect best practice in HR management.</p> <p>UR7 Indicator/s: Level of client satisfaction with new policies and procedures</p>					
<p><u>Current Status (September 2010)</u></p> <p>CSH continues to make steady progress in developing and implementing new policies which reflect best practice in HR management and incorporate recommendations set out in the IPA. Junior Professionals and Retirees policies have been implemented and a strategic action plan on gender representation drafted. A draft mobility policy was developed, following 'in principle' endorsement by the senior management team in May 2010 of its proposed guiding principles, and submitted to the Human Resources Committee in September 2010 in order for it to be considered vis-à-vis the human resources strategy. Outcomes from that meeting have necessitated changes to be made to the draft policy and interim guidelines to be developed, to enable FAO to meet its target of 100 managed geographic moves in the current biennium.</p>					
Significant UR products/services	Progress at April 2010	Outstanding activities – April 2010	Target date (at April 2010)	Revised target (at Sept 2010)	Status (vs April target)
<p>16. An incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria is established (IPA)</p>	<ul style="list-style-type: none"> ▪ Guiding Principles of Mobility paper developed, discussed and endorsed by members of the SMM 	<ul style="list-style-type: none"> ▪ Draft policy on long-term and temporary mobility drafted and sent out for consultation ▪ Policy finalised 	<ul style="list-style-type: none"> ▪ Mar 2010 ▪ Jul 2010 	<p>Completed</p> <ul style="list-style-type: none"> ▪ Dec 2011 	
<p>17. The process of HR policy development, implementation and review is effectively led and coordinated by the HR function</p>	<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 ▪ Review of flexible working arrangements policy ▪ Development of policy on gender balance (to support Strategic Action Plan) 	<ul style="list-style-type: none"> ▪ Apr 2010 ▪ Jun 2010 ▪ Dec 2011 ▪ Mar 2011 	<p>Completed</p> <p>Completed</p> <p>On track</p> <p>On track</p>	