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Organización de las Naciones Unidas para la Alimentación y la Agricultura

FINANCE COMMITTEE

| **Hundred and Forty-third Session** |
| **Rome, 7 - 11 May 2012** |
| **HR Strategic Framework and Action Plan 2012-13** |

EXECUTIVE SUMMARY

➢ The 2010-11 biennium marked the introduction of a Human Resources (HR) Strategic Framework and Action Plan that would govern, for the first time in FAO's history, the Organization's human resources management programme in a coherent and integrated manner as well as align its workforce capabilities to support effectively the delivery of corporate strategic objectives.

➢ As outlined in this document, a number of tangible outcomes have been achieved as a result of the implementation of the 2010-11 HR Strategic Framework and Action Plan. Novel processes were instituted within the HR management function (such as HR Strategy, Organizational Design, Communication, Performance Management, Staffing and Career Development) in the quest of transforming this function into one that is based on a more strategic, advisory and policy approach. Other achievements comprised inter alia the launch of the HR management information reporting system (as the first component of the corporate HR management information system which is presently under development), defining a Competency Framework that would underpin all of the HR functions (ranging from post management and recruitment to staff development and learning), embedding the management leadership programme, establishing the joint Rome-based agencies' management assessment centre, implementing programmes to rejuvenate the Organization's workforce (the Junior Professionals and Internship Programmes) and designing key strategic HR policies (i.e. the HR Strategic Action Plan "Towards Equal Gender Representation at Professional and Higher levels") aimed at forging a more enabling working environment.

➢ A noteworthy consequence arising out of the 2010-11 HR Strategic Framework and Action Plan was that its formulation and implementation facilitated the integration of both HR regular programme activities and the Immediate Plan of Action (IPA) initiatives into a single results-based management framework. This approach has been conducive to promoting greater streamlining of individual human resources management processes and of ongoing HR services activities, which the HR division continued to undertake as part of its functional mandate in addition to the above-mentioned reform initiatives.

➢ Building upon these initial accomplishments, the HR Strategic Framework and Action Plan for 2012-13 continues to be focused on the vision of introducing an efficient, proactive and value-adding HR function which drives a culture of competence, high performance, continuous learning and excellence. The underlying thrust of the proposed strategy is to ensure that the HR function can enable FAO to mobilise its HR capabilities in support of enhancing activities which promote the Organization's core competence, reinforcing its comparative advantage in an increasingly competitive and rapidly changing environment, and securing the technical capacity and knowledge required to deliver its mandate.

➢ In the wake of the initiatives commenced under the 2010-11 strategic framework, the 2012-13 HR Strategic Framework and Action Plan embody a series of outputs and activities which would complete the foundational cornerstones to transform the HR function into a more proactive function with a strong business partner perspective, as foreseen in the IPA for FAO Renewal. Focusing on the principal components of the HR strategy (namely HR systems, structure and staff skills), the proposed framework for the current biennium seeks to deliver outputs that would underpin the realisation of three key objectives:

   o   Agile and responsive workforce capability;
   o   Strengthened capacity for high performance; and
   o   Effective Partnership in support of programme priorities.

➢   The driving component of the proposed Strategic Framework and Action Plan would be the implementation of a competency framework. The other priority initiatives comprise an aligned recruitment and staffing function, integrated workforce planning, effective organisational design, rationalised position management, institutionalised mobility, a credible and enhanced performance management system .

➢   The Action Plan for 2012-13 encompasses a comprehensive and results-based output construct. In addition to the key performance indicator and timeline metrics for each organizational output, the plan enunciates the envisaged impact and benefits to be derived from the implementation of the output, clear accountability designations as well as related streamlining initiatives.

➢   Streamlining and re-engineering of HR systems and processes constitutes an essential component of the proposed strategic framework. The objective to optimise the value chain from each of the HR functional streams and derive greater efficiency and cost effectiveness in the implementation of HR activities remains a critical priority initiative within the current biennium. By optimising the operational delivery of HR functional streams, the Organization will be able to gain greater synergies and economies of scale, thereby enhancing the overall corporate management of human resources.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

➢   The Director-General seeks the Finance Committee's concurrence with the strategic approach for FAO's corporate human resources management over the period of the current biennium, as outlined in the enclosed 2012-13 HR Strategic Framework and Action Plan, as well as with the main priority outputs, comprising the key HR initiatives and activities to be delivered under each output, elicited in the Action Plan.

Draft Advice

➢   **Acknowledging the importance of the HR management function within a knowledge organization such as FAO, the Finance Committee recognises the significance of developing an appropriate HR strategy that would enable the Organization to deliver effectively its programmes and strategic objectives.**

➢   **While noting the achievements attained through the 2010-11 HR strategic framework, the Committee affirms that the declared objectives of 2012-13 HR Strategic Framework and the priority initiatives and activities enunciated in the Action Plan are conducive to ensuring the transformation of the HR function into a more proactive function with a strong business partner perspective and aligning the HR capabilities as well as the HR programme with the corporate strategic objectives.**

Achievements and impact of the 2010-11 HR Strategic Framework and Action Plan

1.   Pursuant to the Finance Committee's recommendation emanating from its 140th Session held in October 2011, an update on the delivery of the on-going initiatives and activities contained in the 2010-11 HR Strategic Framework and Action Plan is outlined below. As may be recalled, the HR strategic framework of the previous biennium was driven by six priority initiatives, which had been endorsed by the Finance Committee at its 126th Session held in May 2009 and consisted of: (i) Management Information Reporting; (ii) Performance evaluation (PEMS); (iii) Management and leadership training; (iv) New HR Policies; (v) Streamlining; and (vi) Support to restructuring.

2.   These six priority initiatives were deemed to constitute the building blocks that would enable the Organization to transform the HR function into a more proactive function with a strong business partner perspective. Significant achievements were attained in terms of delivering on all of the six initiatives, as well as in realising notable milestones in the delivery of complementary initiatives which had been called for under the Immediate Plan of Action (IPA), such as the formulation of a competency framework, the introduction of a Junior Professionals Programme and the promotion of mobility amongst the workforce.

HR Management Information Reporting

3.   The Human Resources Management Information Reporting System (HRMIS) achieved live status in November 2010 and is now being used by managers across the Organization. The HRMIS supports the objective of providing holistic, accurate and timely workforce information and enables management at HQ and in Decentralised Offices to analyse key HR metrics and other pertinent workforce information on a self-service basis. Provision is made for point in time analysis, aggregation and trending through a diverse array of interactive dashboards, whilst more conventional reporting is delivered through an ever-expanding list of targeted reports that are formatted to publishing standards.

4.   The initial phase of the HRMIS project was successfully delivered as scheduled and to budget. Feedback from stakeholders in terms of the benefits and impact of the system have been positive, as managers have ascertained the utility of this system in supporting their workforce planning activities.

5.   A second phase of the HRMIS has been scoped and subsequently expanded to include a Roster Search facility and plans are in place for a subsequent stage to incorporate data from new HR initiatives such as PEMS and iRecruitment, along with provisions for improved vacancy monitoring. This subsequent stage, planned to commence in 2012 as part of the overall Global Resources Management System (GRMS) programme, will considerably enhance the ability of HRMIS to provide management with a comprehensive overall view of their workforce and further support them in making informed staffing decisions.

Performance evaluation (PEMS)

6.   Launched in 2010 on a trial basis the Performance Evaluation and Management System (PEMS), sought to "Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria"(IPA 3.7). After a two-year trial period, PEMS was implemented in January 2012 as the official tool for managing the performance of all staff on a fixed-term and continuing contract. It will replace the current performance process (PAAR) for which future administrative decisions will be considered.

7.   During an initial two-year trial period, the main outputs of the PEMS project in 2010/11 were considerable particularly in the light of the challenges encountered during implementation. The trial period witnessed a high level of engagement in PEMS, with most staff members (3,500) completing their PEMS cycles during these two years. A comprehensive communication programme was implemented, thus raising broad awareness amongst staff of the system as well as of the benefits and importance of a performance evaluation mechanism. In addition, a PEMS training programme was formulated and delivered, together with a training module on the PEMS process, to 3,360 staff members. In this connection, a 'soft skills' programme was delivered and PEMS virtual training was

provided to over 50 country offices. Furthermore, Quality Review Sessions were delivered to all staff in order to standardise the PEMS format. With a view to engendering trust within the PEMS system, the development of the requisite supporting components were initiated during these two years, notably with the formulation of a rebuttal process, the establishment of linkages between the PEMS framework and staff development and the increased participation of PEMS in the Competency Framework project. These components will be completed during the current biennium. Upon closure of the 2010 cycle in February 2011, feedback was collected from staff and a full analysis of the cycle was undertaken which contributed to improving further the system.

8.   With the implementation of PEMS, initial benefits have already been derived by the Organization. For the first time in thirty years, staff members of the Organization in all categories are evaluated using a single assessment framework, and the concept of work planning has been instituted as a standard practice. PEMS also fosters the engagement of ongoing dialogue, accountability, and the culture of performance against defined outputs across FAO.

Management and Leadership Training

9.   The development and implementation of a suite of management and leadership programmes, designed to enhance the managerial competencies of the existing and emerging leadership cadre in FAO, was a notable achievement in the 2010-11 biennium.

10.   The Management Leadership curriculum was expanded in 2011and two new courses launched, namely the Effective Leadership course targeting staff in the grade range of P5s to D2s and the Foundations of Management course for middle managers and senior GS staff. Coaching is now systematically offered to managers who go through the Management Assessment Centre. As a result of significant efforts to develop the management development curriculum as well as to provide access to learning opportunities for managers, approximately 30% of managers have attended at least one of the core managerial programmes during the biennium. A number of tenders were released to support new programmes and ongoing staff development.

11.   The Virtual Academy pilot was expanded in May 2011 to target staff both in Rome and Decentralized Offices. The extended pilot offers a revised suite of nineteen courses to approximately 200 learners, including FAO technical courses developed in-house, which have received very positive feedback both on content and on platform access. The organization-wide launch was defined in close collaboration with the ERP12 ugprade project in view of HR data integration requirements. The pilot on the learning platform and the virtual facilitation tools supported the mainstreaming efforts of implementing Results-Based Management in the Organization.

New HR Policies

12.   Two principal areas were focused upon in the development of new HR policies during the 2010-11 biennium. The first of these was the promotion of greater mobility amongst the FAO workforce. The Organization published interim guidelines on intra-organizational staff mobility in December 2010 and measures were taken to communicate and promote this initiative to increase interest in mobility amongst staff in an effort to meet the target of 100 managed mobility assignments for the 2010-2011 biennium. 167 regular programme positions are currently included in the mobility compendium and nearly 120 staff members are registered on the roster. During the 2010-11 biennium, 135 geographical moves had been processed, 91 on regular programme posts and 44 on project funded posts.

13.   An intra-departmental "Mobility Task Force" was established in January 2011 to formulate a revised corporate mobility policy, which was submitted in May 2011 and subsequently discussed by the staff representative bodies and senior management in June. In line with the guidance provided by CoC-IEE and the Conference at its 37th Session, the policy reflects a more mandatory approach to mobility, focusing on specific job families where mobility is considered to be core to the needs of the Organization. This draft policy is being reviewed by the new corporate management team with a view to determining whether the said policy would support the corporate strategy on transformational change aimed at deriving greater performance and results, including in particular supporting the decentralization initiative seeking to improve FAO's results and impact at the country level.

14.   The second area of policy development was centred on the creation of a more enabling environment through the promotion of diversity amongst the workforce. To this end, during the course of the biennium, a policy was introduced to identify and eliminate barriers to the employment, advancement and continuance of employment of persons with disabilities and to promote a workplace culture based on fair practices which will safeguard the rights of persons with disabilities. An HR Strategic Action Plan "Towards Equal Gender Representation at Professional and Higher levels" was also developed embodying a set of concrete strategies and actions, with time-bound and measurable outputs, to achieve the corporate FAO target of 50% female representation in the professional and higher categories.

Streamlining

15.   Substantial progress was made in the course of the biennium to streamline recruitment and selection processes. Such streamlining was achieved as a result of inter alia the adoption of the new iRecruitment system by the end of 2011, the expansion of the membership of the Professional Staff Selection Committee (PSSC) to allow for more meetings and consequently more submissions to be reviewed, the reduction of the posting time for external vacancies to one month, the establishment of a four-month target for recruiting units to present their submission to the PSSC following VA closure and the introduction of a more streamlined and user-friendly PSSC submission form.

Support to Restructuring

16.   By the end of August 2010, a new headquarters structure was implemented, leading to the creation of a new apex structure within the Organization headed by an Executive Leadership Team. New offices were constituted for Strategy, Planning and Resource Management as well as for Ethics, Evaluation and Communications and External Relations. The restructuring exercise had a significant impact on financial, administrative, HR and IT processes, which 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 brought forward new approaches in organizational structures and had a direct effect in promoting new thinking around team roles and facilitating the emergence of new organizational models.

Other achievements

17.   Other notable achievements comprised the development of the new FAO Competency Framework which, following extensive consultations with stakeholders, was finalised in December 2011 in conformity with the timelines established in the project for the formulation and implementation of this framework.

18.   In response to 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 continued throughout 2010 and into 2011. New HR communications, career development and strategy functional streams were established.

19.   Selection of the first cohort of Junior Professionals (JPs) was completed in July 2011. Of the eighteen JPs selected, five have been placed in Headquarters Departments and thirteen in Decentralized Offices. The first cohort joined FAO in July 2011 and attended a special orientation programme designed specifically for JPPs before taking up their assignments in their respective duty stations. The JPP supports two key corporate objectives: the attraction and recruitment of staff from target groups (professional women and nationals from non- and under-represented countries) and the rejuvenation of the Organization's workforce. In support of those objectives, 61% of selected candidates in this first cohort are women and 61% are from non- or under-represented countries, including 39% from developing countries.

20.   HR Service Level Agreements (SLAs) were drafted and published, establishing transparent parameters by which services in support of the various human resources management activities would be provided to stakeholders and clients. These agreements contributed to fostering greater accountability and a results-oriented approach to the provision of these services.

Strategic Direction for HR Management in 2012-13

Improved Arrangement of Human Resources Management Capacity within the Organization

21.   At its 143rd Session in November 2011,the Council noted the priority accorded by the Director-General to enhanced management of human resources at FAO to enable the Organization to better deliver to Members on its mandate and objectives. This strategic importance placed on more effective HR management is also a key component of the Director-General's commitment to a successful completion of the FAO renewal process agreed by the Members following the IEE. Indeed, the IPA called for improved human resources policies and practices at FAO, which have been progressively implemented within the context of the HR Strategic and Action Plan and reported upon regularly to the Governing Bodies since 2010.

22.   Accordingly, the Director-General launched an internal review in January 2012 to identify potential key enhancements to the management of human resources, and in particular to the manner in which HR management capacity is currently arranged within the Organization. The task force which carried out this review has proposed to separate the strategic and policy components of the existing HR management capacity from its operational and administrative aspects. Furthermore, it has proposed that the strategy and policy component needs to report directly to the Director-General in order to achieve HR management which is better integrated in overall corporate strategy, and is more responsive to the needs of Members..

23.   In line with the outcome of the internal review, the existing HR division will be rearranged into two segments, namely: (i) an Office of Human Resources focusing on strategy and policy and reporting directly to the Director-General, and (ii) a Coordination Unit in charge of operations and routine service-related matters, reporting to the Assistant Director-General, CS. This would meet the critical need for close oversight and guidance of HR strategy and policy at the highest level of the Organization, making it possible to take transparent, decisive and speedy action on important issues (e.g. mobility, gender, performance appraisal, incentive scheme, etc).

24.   This rationalization will allow for more effective management of human resources at FAO, streamline its governance process, and allow for a more focused approach on those initiatives which will enhance its strategic, policy and advisory role. The rearrangement of the existing HR division will be undertaken in a cost-neutral manner, and details will be consolidated in the proposals on further adjustments to the PWB 2012-13 to be considered by the Programme and Finance Committees at the end of May, and by the Council at its 144th Session in June 2012. In addition, the Coordination Unit may offer future opportunities for greater efficiency and cost savings by leveraging potential synergies within the overall administrative activities of the Organization.

25.   The reorientation of HR management capacity, with a high level policy and strategy component reporting directly to the Chief Executive is also in line with the HR management set-up at other UN organizations, including the World Food Programme.

26.   As recognised by the Finance Committee at its140th Session, the transformation of the HR function into a more effective strategic partner is critical to FAO's renewal and to the Organization's capacity of harnessing its human capital in order to derive its comparative advantage within an increasingly competitive and rapidly changing environment. Following the creation of the initial building blocks under the 2010-11 HR strategic framework and capitalising on the investments and accomplishments attained under that framework, the 2012-13 HR strategic framework will endeavour to coalesce the initiatives and activities undertaken in the previous biennium with a view to instituting a seamless and holistic approach to the corporate management of FAO's workforce in support of the five pillars of the Organization's strategy[1].

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[1] Statement of the Director-General Elect to the FAO Council at its Hundred and Forty-third Session, Rome, 1 December 2011

27.   The Human Resources Strategy forms the basis for guiding corporate management in investing in its human capital and in deploying effectively its workforce to achieve its strategic objectives. The strategy should in this respect be relevant, responsive to the Organization's requirements, dynamic, able to integrate emerging opportunities for improvements and add-value to corporate strategic management process.

28.   In its 2010-11 HR strategic framework, the Organization acknowledged that the transformation of the HR function would be an "intensive and continuous process over the next biennia". As the Organization progresses forward, the vision in terms of managing its most valuable asset (namely its employees) should continue to be anchored on the goal of introducing an efficient, proactive and value-adding HR function which drives a culture of competence, high performance, continuous learning and excellence.

29.   Accordingly, it is vital that efforts are undertaken to reinforce the three pillars of the strategy, namely the HR systems, HR structure and skills of its workforce. The Organization's ability to deliver its HR strategy will depend largely on the skills and capacity available within the function, the way in which the function itself is structured and the systems deployed to support the HR activities.

30.   Considering these three components, it is deemed that measures should continue to be taken to establish reliable systems that not only secure the operational effectiveness of the different HR functional streams, but also provide reliable and robust information regarding the Organization's workforce, its current human resources capacity and its requirements.

31.   Given the multidisciplinary and technical nature of FAO, it is equally important that the HR strategy contribute towards reinforcing the Organization's ability to match its requirements to the capabilities of its staff. Continuous learning and improvement should form part of the Organization's ethos and, in this connection, performance management should be perceived as a mechanism not only to pursue results-based management but also promote continuous learning, enhancement of technical capacity and knowledge and further motivation of staff, thus ultimately towards excellence and a more competitive organisation.

32.   By harnessing the three aforementioned components effectively, the HR strategy would be receptive to corporate requirements and contribute to enabling FAO to deploy its staff in a flexible manner, by aligning its HR capacity to its operational needs. The ability to identify potential human resources capabilities and to reassign such resources in a timely manner to face arising challenges will be increasingly critical for FAO to embed its competitive advantage. Such an ability to attain the requisite level of agility and responsiveness would depend on the development of an aptitude to forecast staffing requirements (i.e. in terms of workforce planning), of aligned recruitment practices and contractual tools, and of a responsive staffing process for the reassignment of staff.

33.   The second objective to be realised through the HR strategy would be the development of the capacity and skills of staff so as to inspire consistently high performance, which in turn would ensure that the corporate strategic objectives are attained. A strengthened capacity for high performance can be obtained by modelling desired behaviours, building managerial as well as technical capabilities, embracing a credible and transparent performance assessment process, providing the requisite learning opportunities and fostering an enabling working environment.

34.   The HR Division continues moving towards being a specialist business partner with particular focus in aligning the corporate HR strategy with the corporate strategic objectives. This third objective relates to the importance of having the HR function undertake an advisory role as business partner and in this respect, to support the delivery of programmes through the provision of advisory support not only from headquarters, but substantively in a more responsive manner commencing at the regional office level. Accordingly, the Organization envisages the establishment of a network of HR professionals in decentralised offices (notably in Regional Offices) who, embedded as HR "business partners", would work as HR generalists within the designated organizational entities and collaborate with the respective leadership teams and line managers to optimize people management practices within their offices.

Towards a responsive HR Strategic Framework for 2012-13

35.   In implementing the strategic framework for the current biennium, the organisational outputs and related activities that have been incorporated in the Action Plan have been defined taking into consideration the principal initiatives that would underpin the delivery of the three pillars of the HR strategy, as indicated below.

Agile and responsive workforce capability

Competency Framework

36.   One of the fundamental initiatives that will drive the transformation of the manner in which human resources are managed within the Organization, is the Competency Framework, which outlines the combination of skills, attributes and behaviours that should be possessed by individuals to undertake job-relevant tasks effectively within the organisation context.

37.   The Competency Framework initiative encompasses the formulation and implementation of a corporate competency framework directly related to performance on the job (competencies to be incorporated in a range of HR functions including job design, recruitment, performance management and learning and development); a learning and development programme seeking to expand access of all staff to learning opportunities and further efforts to streamline recruitment processes and ensure outreach to potential applicants in non- and under-represented countries.

38.   Implementation of the competencies framework as the key linking element between HR functions. The competency framework drafted in 2011, defines skills and behaviours for all staff in areas such as communications and teamwork, which are necessary for effective delivery of FAO programmes. The Competency framework will be progressively introduced in the Organization and integrated with HR processes during the biennium 2012/13, including: mapping of competencies against generic job profiles; introduction of competency-based interviews assessment of managerial competencies during the selection processes; and alignment of learning and development programmes to new competencies.

Recruitment Initiatives

39.   In order to contribute to making the Organization a centre of excellence in all its areas of competence, the selection and recruitment process will continue to be based on the paramount importance of technical efficiency, while pursuing efforts to achieve specific gender and geographic balance targets.

40.   The HR Division will redouble its efforts to streamline the existing selection procedures in order to significantly reduce the current average recruitment timeframe, supported by the recent rollout of i-Recruitment (October 2011) and a wider circulation of vacancies.

41.   The implementation of the Competency Framework will go a long way in strengthening the selection process by assessing, in addition to specific qualifications and skills, a set of competencies associated with each position. This will ensure that candidates not only meet technical requirements but also possess the behavioural competencies required for specific positions. The HR Division will therefore provide training to FAO staff on competency-based interviews, and will bring any necessary changes to related recruitment and staffing policies and procedures, including post descriptions and vacancy announcements, with a view to assessing competencies more systematically and consistently at the time of recruitment.

Mobility

42.   Within the framework of the current biennium, efforts will be pursued to promote a diversified, talented and mobile workforce in support of the decentralization. Measures were initiated during 2010/11 to develop a managed mobility programme which would comprise both functional and geographic rotation of staff. These efforts will be pursued and expanded during 2012/13 to develop such a programme that corresponds closely with the exigencies of the organisation as it strives towards more decentralised operations.

43.   By providing opportunities for staff to rotate between different offices and functions of an organization, and within the United Nations Common System, an effective mobility policy embedded within the framework of human resource management can:

> ➢ Assist in developing a more flexible and versatile workforce with greater understanding of the work of different duty stations and work areas:

> ➢ Support career development, personal growth and skills rejuvenation;

> ➢ Expand staff competencies and job satisfaction (and position staff to compete successfully for future career or promotional opportunities);

> ➢ Support and enhance staff well-being (through limiting the length of time a staff member serves in a hardship location);

> ➢ Facilitate greater organizational cohesion and "working as one" (through breaking down of silos and barriers); and

> ➢ Encourage a more integrated approach to work and sharing of skills, experience and best practice.

Rejuvenation Programmes

44.   Following the successful completion of the selection process for the first cohort of Junior Professionals in 2011, a second cohort will be recruited by September 2012, all of whom will be placed in Decentralized Offices to support work in the priority areas established in the PWB.

Strengthened capacity for high performance

45.   Staff capacity must be developed and supported to inspire consistently high performance to ensure that the corporate strategic objectives can be achieved. Instilling a culture of high-performance encourages staff to excel and develop their capacities. Such a culture, supported by adequate staff development and learning programmes, would motivate the staff . Another vital aspect in promoting high performance is the creation of an enabling environment through the implementation of appropriate human resources management policies.

Staff Development initiatives to build HR capacity

46.   In 2010/11, the focus of the learning and development programme was to establish core managerial programmes to respond to the IPA request to strengthen FAO managerial competencies and to expand the training curriculum. In 2012/13, three main priorities will be pursued to develop a talented workforce and ensure that staff possess the necessary technical skills and behavioural competencies to effectively deliver on FAO mandate and strategic objectives.

47.   Establish a learning framework (implementation of policies and of a learning platform) to support the provision of learning and career development opportunities to all staff including mechanisms to upgrade staff technical skills; ensure that training programmes reflect required developmental objectives identified in PEMS and monitor them for their continued relevance. This will ensure that corporate programs are aligned with expected behavioural competencies and required skills.

48.   Strengthen existing managerial competencies and institutionalize continuous learning and development amongst FAO managers and leaders to ensure that managers are equipped with the competencies to effectively manage and coach staff and lead for successful outcomes in support of FAO's mandate and align assessment of managerial competencies with the selection process for key positions.

49.   Provide consistently high-quality, relevant, and timely learning and development service to all employees throughout their career cycle at FAO to support the changing needs and priorities of the Organization. This includes a suite of products and services aimed at Decentralized Offices and HQ to ensure that employees have the critical technical skills, and behavioural competencies to effectively contribute towards achieving FAO strategic objectives. As a result, a more results-oriented culture will

be established which supports career development and continuous learning throughout the Organization.

50.	With a talented workforce, that will enhance innovation and creativity, the Organization will better meet its mandate and new challenges ahead. In addition, a career development framework and support programmes, that encourage and support development, will be progressively developed and implemented in alignment with organizational goals and objectives and with learning, PEMS and mobility.

Performance Management

51.	With a focus on management performance as a concept and not the tool in itself, the Organization recognizes the need to streamline the PEMS process. Work is underway to render the system both user-friendly and feasible with a view to ensure engendering greater buy-in by staff and senior managers and long-term applicability as an important devise, not only in terms of managing the performance of individual staff members, but also enabling the Organization to effectively manage the HR capacity, optimize the maximum effectiveness of its value from the value chain and foster a culture of excellence, accountability and responsibility.

52.	The medium to long term impact envisaged from the continued implementation of PEMS, linking staff performance to organizational and unit-specific results will provide comprehensive support to the new results-oriented organizational culture. It will also promote high performance by staff, delegation of responsibility, managerial excellence and accountability. PEMS will provide an objective base for appraising staff performance by monitoring the individual attainment of the defined programme goals through detailed work plans in a more efficient and cost-effective manner. PEMS will also support the shift to a results-based culture in FAO by identifying, within the competency framework, key behavioural characteristics consistent with a culture of managing for results, including active incorporation of lessons learned into the planning and implementation cycle. During the 2012-13 biennium, the development of a rewards, recognition and sanctions system will contribute to motivate the workforce, reinforce productivity and institute greater accountability.

53.	Some of the expected long term benefits from implementing PEMS in FAO include: (i) Strengthening the linkage between corporate strategic targets and the expected delivery outputs and performance of individual staff members and of their unit (giving staff members a better understanding of their individual role in the overall picture of the FAO's goals); (ii) Providing a mechanism to assist staff with their professional development and career progression; (iii) HR actions and administrative decisions take into account the record of staff performance tracked via the staff appraisal; (iv) More balanced and comprehensive assessments by measuring results (performance indicators), competencies and clearer performance expectations defined at planning stage through the use of these; (v) Managers have a better knowledge of their team, its strengths and developmental needs and in managing effectively the diversity in the composition of their team members. They also have a clearer idea of where resources are needed to fill gaps or when to rearrange resources to create more efficient and effective working environments.

Policy Initiatives

54.	Measures to maintain and expand the diversity and versatility of FAO's workforce, and facilitate mobility between different functions and offices, will be amongst the priorities. Such initiatives to support the diversity of the workforce should increase innovation and creativity within the Organization, and thus allow FAO to better meet its mandate and new challenges ahead. A corporate mobility scheme will also support the priority decentralization effort that is under-way in the Organization.

55.	CSH and SSC have collaborated closely to develop a comprehensive set of guidelines regarding the classification of tasks to be undertaken by non-staff human resources and the establishment of the remuneration packages (i.e. honorarium and other relevant expenses). The proposals will be subject to review by internal stakeholders and CSH would intend that the new procedures be in place before the end of 2012. If adopted, the procedures will ensure a transparent and

more consistent approach in establishing the financial compensation of NSHR. The policy on the use of retirees will also be re-examined in the course of 2012.

56.   Proposals for revision of the Policy on the Prevention of Harassment are currently being drafted. A recommendation will be made by June 2012 and a revised policy issued within 2012. It is anticipated that significant changes will be proposed to the existing Policy, in particular the investigation modalities.

57.   The HR Division is in the preliminary stages of the formulation of an Organization-wide policy to cover protection of personal data and related privacy issues. A draft of the policy is currently being developed and a proposal will be made within 2012.

58.   The HR Division is promoting Gender equality. The HR Gender Action Plan contains a series of recommended strategies and strategic activities aimed at achieving 50% female representation in the professional and higher categories and provides the framework for the subsequent development of a gender policy. CSH will develop a comprehensive gender policy within 2012 to support the efforts within the Organization to improve both recruitment and retention rates of female professionals.

Effective Partnership in support of programme priorities

HR Business partners

59.   HR business partnership is a fundamental principle and objective of a responsive human resources strategy.

60.   As the demands on the HR division within FAO are changing, the HR function increasingly needs to be able to assist Divisions and Offices in accurately predicting their future staffing requirements and planning how to attract and develop talented staff, as well as defining and communicating effective HR policies and processes to support them in fulfilling their responsibilities towards their staff. This move towards more strategic and less transactional work may require a different HR organizational model and different HR competency profiles to meet emerging needs.

61.   Recommendation 8.1 of the Independent External Evaluation (IEE), published in September 2007, called for a comprehensive root and branch review to be undertaken on all aspects of the Organization's human and financial resources management and administration, guided, inter alia, by the requirement to modernize the Human Resources Management Division "to make it less a process facilitator and more a strategic partner, building human resources strategies and advising and supporting senior management" (clause 1342).

62.   The subsequent Root and Branch Review (RBR) endorsed this recommendation in its Final Report of April 2009, noting that "the Human Resources Management function at FAO should be reinforced and enabled to undertake a more strategic and advisory role and that the transformation of the function must be led by an HR Division empowered to become a business partner in the corporate management of the Organization" (clause 2.5.1).

63.   In conformity with these recommendations, it is envisaged to establish a network of HR strategic business partners (in line with the approach outlined in paragraph 30 above) drawing functional guidance from the HR division, with the objective of helping HR professionals to integrate more thoroughly into business processes and align their day-to-day work with business outcomes.

64.   Embedding HR professionals in organizational entities drives demonstrable improvement in key talent and business unit outcomes. Effective HR-line support can increase employee performance and employee retention, while driving business unit revenue and profit improvement.

Reinforcing partnerships within the UN common system

65.   FAO's HR function will continue to work within the UN common system framework to build partnerships with sister agencies and organisations, particularly with the Rome-based agencies, with the objective of sharing information, harmonising practices in the field of human resources management and instituting best practices that have been implemented and tested in other UN organisations.

66.   This approach will be conducive not only to the introduction of effective HR management policies, activities and processes that have been deemed to be viable within the UN common system context, but also to the promotion of greater efficiencies as a result of the reduction in resources required to develop policies and procedures already applied in other organisations. This approach could also lead to savings as areas of collaboration could be identified to deliver certain HR activities and services.

67.   The Organization's practices with regard to inter-agency movement and granting of return rights will also be reviewed. CSH will propose revised procedures and rules to facilitate inter-agency mobility through the elimination of cumbersome selection procedures, including Professional Staff Selection Committee involvement, in the selection of seconded staff for temporary positions.

HR MANAGEMENT ACTION PLAN - 2012-13

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 Organizational Outputs

1   Y02G202 - FAO stakeholders can readily access relevant, accurate and up-to-date HR management information, housed in one consolidated HR Management and Information system (HRMIS)

2   Y03G204 - Recruitment and staffing policies and procedures that support timely and effective staff recruitment and placement and comply with established gender and geographic representation objectives

3   Y03G210 - Learning and Development Programmes and frameworks that are designed and delivered in accordance with a learning strategy which is aligned to organizational needs.

4   Y03G206 - An FAO competency framework that provides a corporate context for job design, recruitment, performance management and staff development

5   Y03G208 - HR policies that support organizational objectives and incorporate best practice in UN and HR management / Y03G213 - Administrative Law services are provided efficiently, fairly and in accordance with Staff Regulations and Rules and applicable jurisprudence

6   Y03G212 - Enhancements to social security, payroll, pension and medical insurance services are introduced to ensure that optimal and timely support is provided to FAO staff and those of other Rome-based UN agencies as well as other international organizations.

7   Y03G218 - Effective organizational design and workforce planning in FAO is instituted

Action Plan progress report

Progress reports on the eight of the HR Organizational Outputs and some of the significant products and services which support them are set out on the following pages.

'Traffic Light' reporting

The Strategic Framework and Action Plan utilises a colour-coded reporting system to indicate the current status of each product or service with respect to scheduled timeframes. The colours have been changed since this document was last published to ensure consistency with the new corporate reporting systems. The revised colour-coding is as follows:

Implementation of the activity has been completed

Progress towards implementation of the activity is on track

Progress towards implementation of the activity is delayed but action has been taken

Successful implementation of the activity is in jeopardy

ACTION PLAN – PROGRESS REPORT

Y02G202 - FAO stakeholders can readily access relevant, accurate and up-to-date HR management information, housed in one consolidated HR Management and Information system (HRMIS)

Overview:

In response to the establishment of new HR initiatives and workflow process improvements, the Human Resources Management Information System (HRMIS) will be expanded in biennium 2012-13.

Provision will be made for the specific reporting needs entailed in each of the new activities, whilst simultaneously serving to increase the spectrum of HR data that is available for concurrent cross functional analysis.

The objective is to facilitate value adding analyses and projections based on the accurate, consolidated information gleaned from all stages of the employment life cycle; from position management to recruitment and staff development through to the retirement stage, with the ability to provide comprehensive reporting on past and current HR events, predicting future staffing requirements and assisting management in their HR planning activities.

Impact:

Provide management with the facility to retrieve accurate and current workforce information, statistics and trends on a self service basis. Will significantly reduce overheads inherent in report creation for the HR Analysts as all HR data will be stored and accessible from once source i.e. HRMIS.

Streamlining initiatives:

Accountability: Principal Officer/O-i-C, CSH/ODPM

Principal Products (including streamlining initiatives per product)	Achievements 2010-11	Activities for 2012-13	Indicators	Timeline for delivery	Status of progress
1. An upgraded Data Warehouse is established, which improves ease of data extraction and supports substantive staff management **(IPA)**	▪ Successful Go-Live of Data Warehouse post Pilot Release (Nov 2010) ▪ Enhanced Data Quality Assurances in place (Nov 2010) Additional HR data established in Data Warehouse (Dec 2010)	-	-	-	⬭
2. Relevant, accurate HR information reports are available through the system and end users trained to access them	▪ Beta Release and subsequent Go-Live completed (Oct 2010) ▪ Fine tuning of reports and dashboards post Pilot Release (Oct 2010) ▪ Enhanced report creation ability (Dec 2010)	-	-	-	⬭

3. Establish a comprehensive HRMIS platform which supports analytical reporting across the entire spectrum of HR functions.	The second phase of HRMIS was put on hold in 2011 due to the implementation of GRMS (including the Oracle Release 12 upgrade) scheduled for 2012.	Agree upon the scope of the second phase of HRMIS and complete its implementation.	• Fully address the need for high quality cross functional HR data analysis from a single data repository. • Provide self-service management reporting and analysis in support of the new HR initiatives and ensure that available reporting outputs continue to fully cater for the information needs of the Organization • An expanded repository of self-service reporting outputs with refined data quality.	End of biennium 2012-13	🟡

Y03G204 - Recruitment and staffing policies and procedures that support timely and effective staff recruitment and placement and comply with established gender and geographic representation objectives

Overview:

To remain a centre of excellence in all its areas of competence, the Organization will continue to uphold the paramount importance of competence and technical efficiency in its recruitment process, while putting in place selection and recruitment procedures that facilitate the achievement of gender parity and geographic balance as instructed by Governing Bodies on many occasions. Considering that highly qualified candidates, including women, decline the offer of employment due to a lengthy selection process, various measures are to be implemented with a view to significantly reducing recruitment timeframes. Once the Competency Framework is approved, the overall recruitment and staffing process will be strengthened with the systematic and consistent inclusion of competencies in the selection of candidates.

Benefits:

Reduced recruitment timeframes will prevent the loss of the best candidates identified and contribute to making FAO a centre of excellence. A lot of staff time will be saved and devoted to more significant tasks. Efficiency savings will be achieved.

Streamlining initiatives:

1. The HR Division has drawn up revised procedures for the recruitment of professional staff onto positions funded by the Organization's Regular Programme. The proposed procedures are expected to reduce the current average recruitment timeframe from nine to three months as well as produce a very significant saving in terms of staff time.
2. Revised recruitment procedures for staff in the General Service category will also generate savings for the Organization, both financially and in terms of staff time.
3. The procedure for the selection of Junior Professionals is also being reviewed to accelerate pre-screening of applications.

Accountability:

Revised selection procedures: Chief, Recruitment and Staffing (CSHR)
Training on competency-based interviews: Chief, Recruitment and Staffing (CSHR) and Chief, Staff Development (CSHT)

Principal Products (including streamlining initiatives per product)	Achievements 2010-11	Activities for 2012-13	Indicators	Timeline for delivery	Status of progress
1. Streamlined selection procedures	Recruitment timeframes reduced, as acknowledged by internal as well as external auditors	• Proposal for revised selection procedures for professional staff	• Submission to the DG • Reduction of selection timeframes from 9 to 3 months. • Staff time saving of 200 working days • Submission to the DG	• June 2012 • 2012, if approved • 2012, if approved	 ⬭
		• Proposal for revised selection procedures for the	• Reduced staff time	• June 2012	

5

			Temporary Assistance Pool (TAP)	• for recruiting units • Savings of US$ 1.6M	• 2012, if approved	
2.	Revised policy on geographic representation	Very good progress has been made over the last two years, with an increase in the proportion of equitably-represented countries from 61% in January 2010 to 72% in January 2012. There has also been a reduction in the number of non-represented countries from 45 in January 2010 to 31 in January 2012, and that of over-represented countries from 14 to 5.	• Issuance of 2011 year-end report • Setting of annual departmental targets • Biannual reports.	• Report issued • As soon as revised PWB proposals are clarified • July and December 2012 • Increased proportion of equitably-represented countries.	• mid-May. 2012 • End 2012 • Dec.2013	
3.	Junior Professional Programme (JPP)	Successful completion of the selection process for the first cohort of Junior Professionals in July 2011. Orientation programme successfully organized and attended by all JPs.	• Selection of second cohort of JPs by September 2012; majority to be placed in decentralized offices to support work in the priority areas retained in PWB. • As in 2011, a special orientation programme designed specifically for JPs will be organized. • Monitor the absorption of the existing JPs into the formal post structure. • Recruitment of the third cohort of JPs, with entry on duty in January 2014.	• Selection and appointment of JPPs. Organization of orientation programme • 70% of JPs absorbed • Finalization of the recruitment process	Sep. 2012 Sep. 2012 Dec. 2012 and Jun. 2013 Oct. 2013	
4.	Progress towards corporate geographic mobility targets	87 of the targeted 100 geographic moves achieved.	Implementation of new Mobility Programme and monitoring of targets to facilitate transfer of staff members between duty stations. Close review of new procedures gained from experience in order to propose any necessary adjustments.	Number of geographic moves.	End 2012	

5. Recruitment Systems	Rollout of the new iRecruitment system in October 2011	Expansion of system beyond RP-funded posts during the course of 2012	Positions included in iRecruitment	End 2012	⬤
	Home Page updated October 2011	Entire employment website to be revamped in order to be uniform, inter-active and include an employment portal.	Launch of new employment website	April 2012	
6. Reflection of competencies in recruitment and staffing processes	Pending finalization of the Competency Framework	Training on competency-based interviews	Training held	End 2013	⬤
		Changes in the recruitment and staffing guidelines	Changes made	Mid-2013	

Y03G210: Learning and Development Programmes and frameworks that are designed and delivered in accordance with a learning strategy which is aligned to organizational needs.

Overview:

1) Establish a learning framework to (i) ensure learning policies align with organizational priorities to support a mobile, flexible and talented workforce, (ii) support the provision of learning and career development opportunities for all staff including mechanisms to upgrade their technical skills, (iii) ensure that staff development and learning programmes reflect required developmental objectives identified in PEMS and are effectively linked to the new competency framework when implemented, (iv) ensure that programmes are monitored and relevant.

2) Strengthen managerial competencies and promote continuous learning and development of existing and emerging FAO Managers and Leaders.

3) Provide consistently high-quality, relevant, and timely learning and development services to FAO employees throughout their career cycle at FAO to support the changing needs and priorities of the Organization. This includes a suite of products and services aimed at Decentralized Offices and HQ to ensure that employees have the critical results-orientation, technical skills, and behavioural competencies to effectively contribute towards achieving FAO strategic objectives across disciplines.

Impact/Benefit:

Clear development plans are established and staff are provided with relevant learning opportunities to achieve results through strengthened technical skills and behavioural competencies. Core programmes are offered in different forms (face-to-face and e-learning) to support staff in their life cycle. Managerial competencies are developed and their assessment is progressively embedded into other processes in the Organization (e.g. recruitment to certain managerial positions). All decentralized offices are equipped with relevant skills and tools to carry out effective country programming (i.e., CPF).

Streamlining initiatives:

"One-stop shop" for technical and behavioural learning activities with easily tracked attendance and reporting on activities at all locations (throughout the biennium with the implementation of new learning platform). Adopt UN go-green charter for FAO learning programmes.

Accountability:

Chief staff development branch.

Principal Products (including streamlining initiatives per product)	Achievements 2010-11	Activities for 2012-13	Indicators	Timeline for delivery	Status of progress
1. Develop a learning strategy to support the development of FAO employee skills, competencies and knowledge required to deliver FAO programmes effectively.	Detailed activity report prepared at the end of 2011 to summarize lessons learned and review overall evaluation of programmes as basis for development of new strategy.	• Review existing programmes (also in light of CS survey results and PEMS developmental objectives data) • Assess and review the proposed strategy in partnership with Departments and offices • Finalize strategy	• Outcome of review is provided to Senior Management • Circulate and discuss proposed strategy to incorporate feedback Strategy finalized	May June July	
2. A revised external training policy is completed which (i) clarifies the	External training requests analyzed in 2011 and emerging corporate needs as a basis to	• Draft policy is finalized • Circulate to Senior Management and	• Policy is endorsed, implemented and monitoring mechanisms	June	

	mechanisms available to staff to update their technical skills and (ii) ensures equitable distribution of staff development resources across staff	develop a proposal	consequently to staff bodies • Policy is published	established		
3.	A corporate learning platform to provide learning opportunities to all staff (in support of minimum learning time of 2.5 days) and FAO-wide information on technical and behavioural learning opportunities, in partnership with Decentralized Offices and HQ units.	Successful pilot completed in 2011, with 300 users across the world. Platform procured at the end of 2011.	• Project formulated and project team and user groups constituted, with resources confirmed; Launch in two phases	• Platform is implemented • Attendance to Global e-learning programme is successfully tracked User feedback positive (to be measured through evaluations on platform)	July 2012 September 2012	
4.	Learning opportunities are provided in core FAO managerial competencies to develop an existing and emerging results-focused leadership cadre of managers	Core managerial programmes were designed and launched in 2011.	Foundations of Management (FoM) courses and Effective leadership courses are carried out (estimated 140 participants for 2012)	• All MLP programmes are evaluated and Key Performance Indicators (KPIs) defined with a target of at least 3 on a 4 point rating scale for each KPI. • Participants share action plans with supervisors and reflect it in PEMS developmental plan	140 participants	

9

5.	A process for managerial assessment that supports development and enables FAO to incorporate competency assessment in selection and reassignment decisions.	A comprehensive evaluation of the assessment centres was carried out in 2010 and results implemented in new Management Assessment Centre (MAC) tendered and re-designed in 2011 in collaboration with Rome agencies.	▪ Align candidate selection for Management Assessment Centres with placement strategy to key positions (e.g. FAOR) (estimate 70 staff through MAC in 2012 – including delivery in at least one Regional Office) ▪ Establish a virtual assessment process with a defined FAOR competency profile and criteria for successful assessment	• Management Assessment Centres are carried out • Assessment process is in place for future FAORs and selections are made based on agreed profile (either through MAC or Virtual Assessment • Reports on managerial competencies are analysed to identify gaps and developmental requirements	80 participants May Yearly
6.	Career Support programmes linked to learning, PEMS and mobility are established to support career development in alignment with organizational strategic objectives.	A Career Development (CD)Officer was appointed in July 2011 Commencement of stakeholder consultations	• Develop CD Framework • Provide on-line access to career development information and tools for all employees • Establish Corporate Mentoring Programme	• Increased staff satisfaction on next staff survey using 2010 Staff Survey results as a baseline.	April May September
7.	An Effective Country Programming (ECP) workshop designed to ensure integration, collaboration and cohesion of country programming content which cuts across five substantive areas and numerous units under the auspices of FO X1.	Six country office work planning pilots (COWP) were conducted last year and lessons learned incorporated into curriculum design for ECP.	• First phase (March) • Roll out strategy of support modules is agreed upon region by region	• Key performance indicators are adopted to measure satisfaction on support provided for completing Country Programming Frameworks (CPF	Countries who need to develop CPF upon demand

Y03G206 - An FAO competency framework that provides a corporate context for job design, recruitment, performance management and staff development

Overview of the strategy:

Creation of a revised competency framework that will be used in HR activities applied to staff across the organization in all grades, departments and locations.

The competencies capture the sets of behaviours in how people approach their work to be most effective. In conjunction with technical skills and knowledge, competencies are used to define the things that people need in order to be most effective in their jobs. The purpose of the competency framework itself will be to set clear expectations for workplace behaviour in staff.

Impact:

The Framework will facilitate the management of major HR activities (including recruitment, performance management, staff development, workforce planning and mobility), by using a comprehensive and consistent set of common competencies in line with FAO corporate strategy.

Streamlining initiatives:

The implementation of the Competency Framework will have a direct impact of the following HR activities and functions:
- Build-up employee competency profiles library;
- Target staff development activities for a specific role and at a specific level;
- Support HR workforce planning, by providing a means of matching the requirements of the Organization (at various levels) with the available workforce, and consequently, staffing strategy
- Support the evaluation of employee performance during annual PEMS evaluations by using a common set of competencies and skills;

Accountability:
Principal Officer/O-i-C, CSH/ODPM

Principal Products (including streamlining initiatives per product)	Achievements 2010-11	Activities for 2012-13	Indicators	Timeline for delivery	Status of progress
• Establishment of an FAO Competency Framework	• The Competency Framework (phase 1) was finalized. • The document incorporates the outcomes of the validation focus groups and feedback received from stakeholders, including Culture Change Team, Capacity Development Team, Knowledge Sharing Team, UGSS, AP-in-FAO, Ethics group and the Gender Equity Team.	• Strategically link the FAO Competency Framework to other HR process in collaboration with HR Policy Branch	• Competency Framework finalized • Competency Framework fully linked to other HR functions (including recruitment, performance management, staff development, workforce planning and mobility),	December 2011 December 2013	

11

Y03G208 - HR policies that support organizational objectives and incorporate best practice in UN and HR management

Overview:

Policies will introduce processes to support mobility within the FAO and the UNCS. Staff mobility will be an important component of FAO's staffing strategy at all levels of the Organization. Assignments, functional and geographic, will support and reflect both organizational objectives and the personal and career needs of individual staff members.

2012 is the first year that the Performance Evaluation Management System (PEMS) is the official performance record for staff that may be used as a basis for administrative and managerial decisions. A complimentary policy to allow for formal recognition of positive performance and to deal with under-performance is being formulated, and it is intended that it shall come into force during the third quarter of 2012. A proper rewards and recognition framework will participate in motivating the workforce, recognizing exceptional performance and therefore retaining talented individuals. Dealing with unsatisfactory performance will be an integral part of the performance management framework.

A comprehensive policy on Gender Equality in the Organization will be issued following the adoption of the HR Gender Action Plan. Achieving equal gender representation at professional and higher staffing levels in the Organization is not only good business practice but is also important to the integrity of FAO's mandate and its position as a member of the UN common system

HR policies and processes will be reviewed and amended as required to support of the introduction of the corporate competency framework as a HR management tool as of 2014.

Expected Impact:

The benefits of mobility are well documented. By providing opportunities for staff to rotate between different offices and functions, the Organization assists in developing a more flexible and versatile workforce with greater understanding of the work of different duty stations and work areas; supporting career development, personal growth and skills rejuvenation; and expanding staff competencies and job satisfaction.

A solid performance management framework will motivate staff at large, assist in retaining high performers and preserve the credibility of the human resources management leadership.

Measures to maintain and increase the diversity and versatility of our workforce, amongst which a better balanced gender representation at all levels, will enhance innovation and creativity within the Organization, and thus allow us to better meet the goals of the Organization.

Streamlining initiatives:

Review of non-staff human resources (NSHR) contractual modalities with a view to streamlining and simplify the recruitment process fir the hiring departments and ensuring consistency and fairness in the servicing of NSHR

Review of delegated authority in human resources and related areas in an effort to simplify processes and ensure that authority for decisions are at the appropriate level of responsibility in the Organization

Accountability:

Chief policy branch with the support of other relevant branches

Principal Products (including streamlining initiatives per product)	Achievements 2010-11	Activities for 2012-13	Indicators	Timeline for delivery	Status of progress
1. An incentive based rotation policy in HQ	▪ Interim guidelines on long-term	▪ Based on guidance to be		▪ End July	

12

and between HQ and the decentralized offices with clear criteria is established and inter-agency mobility is facilitated.	and temporary mobility issued and implemented in December 2010 ▪ Revised Mobility policy developed by an Internal Task Force and submitted in May 2011 for internal consultations which were completed in December 2011.	received, the proposed policy and mobility programme will be reviewed and resubmitted for internal consultation. ▪ Final draft policy being finalized by CSH. ▪ Complimentary policies/guidelines on return rights and selection procedures for temporary secondments will be prepared to support mobility within the UNCS.		2012 ▪ End September 2012 ▪ End September 2012	
2. Adoption of rewards, recognition and underperformance policy	▪ N/A	▪ Submit first draft proposal. ▪ Complete internal consultations, including with the staff representative bodies and senior management. ▪ Final draft policy submitted to the Director-General.		▪ June 2012 ▪ August 2012 ▪ End September 2012	
3. HR Gender Action Plan for 2012-2013 and Policy for Gender Equality are established.	▪ HRC endorsed the HR Action Plan in October 2011. ▪ The HR Plan was submitted in February 2012 to the Director-General's for approval.	▪ Following the adoption of the HR Strategic Plan, a gender equality policy to support the HR Action Plan and the parity target for gender representation within FAO will be developed.		▪ October 2012	
4. The process of HR policy development,	▪ Following internal consultations,	▪ Proposals to be resubmitted to		▪ May 2012	

13

implementation and review is effectively led and coordinated by the HR function	proposals for revision of flexible working arrangements policy finalised in April 2011 and submitted to HRC in October 2011. Additional information requested from the HRC on the revised proposal for flexible working arrangements. ▪ Employment of retirees – review of the current policy on the use of retirees to be undertaken two years following introduction of revised programme (current AC introduced in April 2010) ▪ Review of Junior Professional and Internship Programmes that were introduced in 2010.	HRC and ODG following additional consultations within the United Nations Common System. ▪ Proposal to be submitted for internal consultation ▪ Final document forwarded to the Director-General for decision. ▪ Internal consultations, including with hiring departments, JP and interns, concluded. Proposal for revision, as necessary, completed. ▪ If required, revised policies issued		▪ End April 2012 ▪ End June 2012 ▪ End 3rd quarter 2013 ▪ End 2013	
5. Streamlining initiatives	▪ Review of non-staff human resources (NSHR) contractual modalities with a view to streamlining and ensuring consistency and fairness in the servicing of NSHR. CSH submitted draft detailed guidelines on classification and remuneration of NSHR in December 2011 for review and clearance of senior management.	▪ Consultation with internal stakeholders on proposed guidelines once cleared. ▪ Review and issuance of revised guidelines following consultation. ▪ Review to be finalised and implemented in conjunction with the revised procedures for processing and payment of NSHR (ref R12 project)		▪ May 2012 ▪ June 2012 ▪ 3rd/4th quarter 2012	

	▪ Review of delegated authority in human resources and related areas in an effort to simplify processes and ensure that authority for decisions are at the appropriate level of responsibility in the Organization	▪ Critical review of current delegations and proposal for amendment submitted to the Office of the Director-general for guidance and decision		▪ End March 2012	
6. The Policy on the Prevention of Harassment is revised improving investigation modalities among other aspects of the policy. Revised UN-sponsored. E-Learning course on the Prevention of Harassment is made available.	▪ Review of policy with stakeholders and other UN agencies completed and revised draft policy under development. Arrangements agreed with sister agencies for updating of E-Learning course.	▪ Proposed revised policy to be drafted and submitted to stakeholders; E-Learning course to be updated and made available on-line.	▪ End 2012		🟢
7. Policy is developed for the Protection of Personal Data and Privacy Issues	▪ Preliminary groundwork and consultations with Records Management commenced in December 2011. Draft policy on the Protection of Personal data being developed in cooperation with other divisions	▪ Proposed policy to be submitted to stakeholders.	▪ End 2012		🟢
8. Policies reviewed and formulated in support of the introduction of the competency framework in human resources management.	▪	▪ The competency framework will be introduced in FAO during the on-going biennium. Following necessary training, e.g. competency-based interviewing, adaption of systems and processes to incorporate the competency framework in HR and management processes, the framework will be established as a management tool starting in 2014 As part of the preparatory work for a successful introduction of the competency framework in 2014, policies will be reviewed to ensure that they	▪ End 2013		

		are in line and support the introduction of the competency framework.			

- Enhancements to social security, payroll, pension and medical insurance services are introduced to ensure that optimal and timely support is provided to FAO staff and those of other Rome-based UN agencies as well as other international organizations.

Overview:

The administrative process for the recruitment and servicing of Non-Staff Human Resources (NSHR) is currently severely fragmented and has many redundant and non-standard practices. Certain categories of Non-Staff are not systematically recorded in the HR system.

The timing of the review is appropriate as part of the Global RMS programme of work, since a large amount of effort will be required from the Organization in order to test and verify R12 upgraded functionality for the Non-Staff processing areas. Exploiting this opportunity to also implement important and long overdue changes would ensure the highest return on business units' investment.

This deployment presents FAO with the opportunity to introduce standardization, system controls and enhanced data capture.

Impact:

NSHR make up more than 50% of the overall FAO workforce (about 13,000 contracts issued per year). This complements the Client Satisfaction Survey conducted on Medical Insurance service delivery by both Vanbreda international (claims administrator) and CSHS at the end of 2010 and at the end of 2011

Streamlining initiatives:

Redundant activities on the recruitment and servicing areas will be drastically reduced by automating most of the HR actions; the 'work certification' will be processed and recorded in Oracle (Oracle Time & Labour module); all NSHR payments will be calculated and disbursed through payroll (no manual calculation and processing involved). Further opportunity for streamlining transaction related activities in the medical and non-medical insurance areas will be identified as well as certain pension servicing functions.

Accountability:

Chief of the Social Security branch

Principal Products (including streamlining initiatives per product)	Achievements 2010-11	Activities for 2012-13	Indicators	Timeline for delivery	Status of progress
Common and streamlined NSHR Servicing process Standard 'work certification' System (Oracle Time & Labor) Unified payroll methodology, incorporating the NSHR categories.	• Full cost benefit analysis and scope, commenced July 2011 • Preferred Option (Payroll) was selected from three alternatives • Vanbreda International 2010 and 2011 customer satisfaction survey released to randomly selected Staff Members.+/-95% of respondents were satisfied or extremely satisfied with service delivery by both CSHS and Vanbreda International	▪ Release the final solution together with the Global RMS programme implementation (Nov-Dec 2012) ▪ New Activities: improve service delivery where weaknesses identified. ▪ New 2012 customer survey by end of the year ▪ Initial cost benefit analysis of	• All the deliverables are in line with the phases of the Global Resource Management System project	Dec 2012 Dec 2012	In line with the Global Resource Management System

		decentralization of certain social security functions, based on review carried out by external consultant as well as internally in CSHS, will commence upon completion of the NSHR development project in November December 2012		Dec 2012	

Y03G218 - Effective organizational design and workforce planning in FAO is instituted

Overview of the strategy:

Develop a comprehensive Generic Job Profile framework to support Organizational Design, Staffing and Workforce planning. Develop a workforce planning framework to cover the corporate needs for HR planning in line with the Competency Framework and to meet the Organization's Strategic Objectives.

Impact:

To reduce the establishment activity as well as job classification and focus on strategic HR planning and Organizational design in support of FAO corporate strategy. The establishment of the generic job profiles and related functional competencies will bring FAO in line with other UN agencies and private sector best practices.

Streamlining initiatives:

- Use of generic job profiles when establishing positions, conducting recruitment processes and defining individual workplans
- Mapping and grouping of job families, harmonization of job titles
- Speed up internal and external recruitment;
- Support the creation of annual Individual Work Plan Agreement for PEMS purposes;
- Target possibilities for professional growth, and rewards;
- Facilitate mobility and transfers across the Organization and across job families

Accountability :

Principal Officer/O-i-C, CSH/ODPM

Principal Products (including streamlining initiatives per product)	Achievements 2010-11	Activities for 2012-13	Indicators	Timeline for delivery	Status of progress
Establishment and Introduction of generic job profiles	• Comprehensive review of 4115 active positions and 1076 job titles for the Professional and above category at Headquarters and in Decentralized Offices. In particular, CSH reviewed all the job families falling into the ICSC Common Classification of Occupational Groups (CCOG) from 1A to 1U "Professional, Managerial and Technical Work" which included 735 active job titles covering approximately 1865 positions. • To achieve harmonization, CSH is proposing to reduce job titles (P and D) from 735 to 163 and to retain 12 most relevant CCOG job families out of 20 existing.	• Mapping and grouping of Job profiles for GS category • Revision of all job titles for GS category • Development of job roles for GS, Professional and D level position within relevant job families in consultation with stakeholders • The adaptation of Oracle HRMS modules to FAO requirements	• Reduction of occupational groups and families is achieved • Harmonization of Job titles is completed • Finalization of generic job profiles for all categories • Establishment of electronic repository tool for searching and filing (Oracle R12)	June 2012 June 2012 December 2012 January 2013	⬤ ⬤ ⬤ ⬤

19

| Develop a workforce planning framework | N/A | The workforce planning framework will consist of three major activities:
• Supply analysis which involves profiling FAO current workforce and projecting the future composition needed.

• Demand analysis which determines FAO's future workforce needs.

• Gap analysis which compares the workforce supply analysis to the workforce demand analysis to identify the differences and fill the gaps with HR major activities such as mobility, recruitment, transfer and staff development. | • Conceptual framework is developed.

• Reporting and monitoring mechanism is in place to support supply and demand analysis (Oracle R12)

• Outcome of gap analysis feeds major HR activities | June 2012

January 2013

From January 2014 | 🟢 |