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| **Council 2019 Geneva, 10-20 June 2019** |  |
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| **Agenda item: ADM 24** | **Document C19/57-E** |
| **6 May 2019** |
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| Report by the Secretary-General | |
| ITU PEOPLE STRATEGY AND HUMAN RESOURCES STRATEGIC PLAN (HRSP) 2020-2023 | |

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| Summary  The ITU Plenipotentiary Conference (Dubai, 2018) instructed the Secretary-General to prepare and implement, with the assistance of the Coordination Committee and in collaboration with the Regional Offices, a four (4)-year Human Resources Strategic Plan (HRSP) aligned with the ITU strategic and financial plans, to respond to the needs of the Union, its membership, and its staff.  Action required  Pursuant to the *instructs the Council 1* of PP Resolution 48, the Council is invited **to examine and approve** the proposed HR Strategic Plan.  \_\_\_\_\_\_\_\_\_\_\_\_  References  [*Resolution 48 (Rev. Dubai, 2018)*](https://www.itu.int/en/council/Documents/basic-texts/RES-048-E.pdf) |

**Background**

1. The ITU Plenipotentiary (PP) Conference (Dubai, 2018) instructed the ITU Secretary-General to prepare and implement, with the assistance of the Coordination Committee and in collaboration with the Regional Offices, a four (4)-year Human Resources Strategic Plan (HRSP) aligned with the ITU strategic and financial plans, to respond to the needs of the Union, its membership, and its staff.[[1]](#footnote-1)
2. As a result, the Human Resources Management Department (HRMD) has taken the lead in advising the ITU Secretary-General on the HRSP’s format, design, and implementation so as to address the issues reflected in Res. 48 (Rev. Dubai, 2018), particularly in Annex 1 to the Resolution; and based on priorities being identified for supporting the ITU Strategic Plan in alignment with the ITU Financial Plan 2020-2023.
3. The first step towards establishing the HRSP has been the development of an **ITU People Strategy (Annex 1 to this document)**, ***representing the foundation of the process***. The ITU People Strategy has been developed:
4. making reference to existing United Nations Common (UN) System[[2]](#footnote-2), PP[[3]](#footnote-3), Council[[4]](#footnote-4), Management Coordination Group (MCG) documentation; recommendations from internal and external audits[[5]](#footnote-5); International Civil Service Commission’s Framework[[6]](#footnote-6) as well as benchmarking with Human Resources (HR) Strategies of other international organizations; and
5. taking into consideration any other internal and external environment influencing human resources management, including: the 2030 Agenda for Sustainable Development, the ITU Strategic Plan 2020-2023 priorities, national and international political contexts, human capital trends, and international human resources best practices.
6. The ITU People Strategy is forward-looking and balances the need of the current operating climate at ITU with long-term priorities. ITU will strive to create a culture where people feel safe, heard, and respected, and where excellence and professionalism are expected.
7. Building on the ITU People Strategy, HRMD has conducted a consultation with the Bureaux and General Secretariat (SG) Departments as well as the Staff Council in order to translate the priorities and goals of the ITU People Strategy (Pillars 1, 2, 3, and 4 as described in Section 5 of the Annexed ITU People Strategy 2020-2023) into an **HRSP** **(Annex 2 to this document)** driven by the specific needs of the Bureaux/SG Departments and in line with the overall ITU priorities and goals.
8. The consultation consisted of an extensive communication through memoranda and presentations on the new ITU People Strategy as well as on the potential structure and content of the HRSP. Following these presentations, each Bureau,[[7]](#footnote-7) Departments of the General Secretariat and the Staff Council have been requested to provide inputs both on the narrative sections of the ITU People Strategy and on the specific needs to be reflected in the HRSP.
9. As a result, the Bureaux, SG Departments, and Staff Council have provided their inputs which have been translated into this high-level HRSP. While the scope of a consultative process by Bureaux and SG Departments was to ensure the identification of specific needs for a more targeted approach, the HRSP aims at supporting through HR functions the Organization as of being “One ITU”. This was also strongly recommended by internal stakeholders which has resulted in “One HRSP”.

Annex 1

ITU People Strategy 2020-2023

# Strategic Context: People at the Center of the ITU Strategic Plan 2020-2023

# 1.1 All UN organizations are guided by the values set out in the *Charter of the United Nations, in particular Article 101,* referring to “*the highest standards of efficiency, competence, and integrity*” and in the various legal instruments that govern each organization.

# 1.2 The ITU Strategic Plan 2020-2023 puts people at the center of its value-system. It states that ITU should be people-centered, service-oriented, and results-based: being *people-centered*, ITU is focused on people in order to deliver results that matter to each and every individual. Being *service-oriented*, ITU is committed to further delivering high-quality services and maximizing the satisfaction of beneficiaries and stakeholders. Being *results-based*, ITU aims for tangible results and to maximize the impact of its work.

1.3 The ITU People Strategy aims to *attract, recruit, and retain* the most capable staff across all Bureaux/SG Departments and to maintain and enhance ITU’s world leading reputation. *The increasing competition in a global market means ITU must continue striving to be world-leading in its approach to managing and developing its talented staff.* Collaboration between Human Resources and Business Organizational Units is crucial to the development of staff and the organization as a whole.

1.4 ITU will implement the strategic goals of the Union for 2020-2023 through a number of objectives to be attained in this period. The activities and support services of the General Secretariat and the Bureaux provide the Enablers to the work of the overall Union. Human Resources Management represents an essential Enabler to ensure the success of the Union.

# ITU Challenges: Global and ITU Change Management Context

2.1 The ITU People Strategy supports the mission and values of ITU as they are described in the ITU Strategic Plan (2020-2023). The ITU People Strategy is being conceived against a backdrop of challenges for ITU, which calls for changes to its ways of working. These challenges include the fact that the information and communication technology sector has already entered a period that will be characterized by transformation. In addition, this strategy integrates: the need for the ITU Bureaux/GS Departments to work towards a coordinated operational planning, avoiding redundancies and duplication and maximizing synergies across the Bureaux/SG Departments; ITU’s determination to reach gender parity as an operational imperative across all grades by 2027; and the anticipated move to a new Headquarters Building and UN System-wide Reform. The 2015 United Nations staff well-being survey, answered by over 17,000 UN staff, showed that higher levels of perceived incivility and occupational conflict in the workplace and a lower level of job satisfaction were strongly associated with higher levels of reported mental health problems resulting in short- and long-term sick leave. These results led to the identification of a number of priority actions, including establishing workplace well-being programmes, with an agreed charter, practical support, training, and recognition awards for teams and managers that enable the achievement of respectful, resilient, psychologically safe, and healthy UN workplaces. To deliver successfully in this environment, ITU staff needs to be fully engaged, not only in helping to shape the Strategy but also throughout the implementation of initiatives that will help improve the organization, create trust-based relationships and work harmony within the organization.

2.2. ITU needs a cultural change – one that will increase support for trust and collaboration. The Change Plan proposals by the Change Management Team to the Secretary-General (New York, December 2011) rely on key deliverables, including: enhancing trust and confidence, engaging staff, improving working methods and rationalizing structures and functions. This will require leaders to adopt enabling leadership behaviors, provide continuous feedback in order to unleash the staff’s talent and require staff to possess self-leadership skills: to be accountable and take ownership for common objectives. A culture of transparency is what supports accountability.

2.3 The ITU People Strategy aims at ensuring that ITU remains an employer of choice, whilst providing a stimulating and rewarding environment for its people. It also aims at creating a new human resources management paradigm leading towards an accountability, results-based and evidence-based culture.[[8]](#footnote-8)

2.4 When addressing organizational development and change initiatives, a majority of change management programmes fail because of a lack of attention to management behavior and employee resistance. Adequate awareness is essential to concentrate efforts on initiatives that will generate the greatest benefits, i.e. priority setting and specific timelines.

# HR Mandate: HR as an Enabler of the Strategic Goals of the Union

# 3.1 As part of the General Secretariat, HRMD represents an enabler of the ITU Strategic Plan 2020-2023 and ITU in general. The Enablers support the overall objectives and strategic goals of the Union. As a result, HRMD’s mandate is to: manage the administration of staff services; develop, harmonize, and streamline policies, regulations and rules; and develop and implement talent management strategies to create a workforce with high standards of competence, efficiency, and integrity through a performance management and staff development framework that fosters a culture of responsibility, accountability, and motivation. The mandate is also about promoting well-being and a healthy and safe working environment, as well as providing data reports and statistical analysis.

# HR Mission: HR contribution to the ITU Strategic Plan 2020-2023 Outcomes and Results

# 4.1 Effective HR Management is essential for the successful achievement of ITU’s strategic goals. The ITU Strategic Plan 2020-2023 identifies the following objectives, activities, contributions, and results concerning human resources:

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| **General Secretariat Activities** | **Contribution to the Outcomes** | **Results** |
| Human resources management services (including payroll, staff administration, staff well-being, organization design and recruitment, planning and development) | Ensuring efficient use of human resources, in a work-conducive environment | - To develop and implement the HR framework fostering a sustainable and satisfied workforce, including the elements of career development and training  - Workforce adapted to the evolving environment and the evolving needs of the organization  - Expeditious recruitment processes  - Gender parity among ITU employees / gender parity in ITU statutory committees |

4.2 As a result, HRMD has defined its mission towards the contribution to the ITU Strategic Plan and Results as providing modern, trusted, creative, and proactive HR Management Services that add value to the Union.

4.3 The set of values guiding HR management and providing the basis for decision-making are in line with ITU values: *1. Efficiency, 2. Transparency and Accountability, 3. Openness, 4. Universality and Neutrality, 5. People-Centered, Service-Oriented, and Results-Based.* While HRMD has a key strategic enabling role for the Union since its responsibility is to accompany staff and the organization towards their utmost development through the delivery of quality services, ITU staff members remain responsible for taking ownership of their own performance and development as well as the performance and development of the organization.

# HR Goals and Objectives: 4 Pillars

5.1 In order to address the challenges described in Section 2, the importance of HRMD being an Enabler mentioned in Section 3, and based on the principles listed in Section 4, the following HR goals have emerged as reflected in *four (4) main pillars*:

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| **Pillar 1. Fit-for-purpose workforce integrating diversity and agility  (aligning ITU workforce to the ITU goals)** |
| * **A Fit-for-purpose workforce**, including identification of duplication or overlap of work; * **Alignment between the Union’s strategic priorities and staff functions and posts**; * **Balanced and diversified workforce** when it comes to staff in Professional and higher *versus* General Service categories; age, gender parity at all levels, geographical distribution and persons with disabilities; * **Balanced recruitment** between internal and external talent selected; **strengthened, simplified, and shortened recruitment model and process** to determine highly qualified candidates, from young talents (intern and youth programmes, Junior Professional Officers, etc.) to highly skilled talents for senior roles; * **Enhanced ITU employer brand** through a strategic outreach in attracting highly qualified and *diverse* candidates as well as a strengthened partnership with the Member States and national governments. |

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| **Pillar 2. Engaged employees** |
| * **Strategic and operational alignment between staff performance and ITU goals** based on an effective performance management and development system which includes opportunities for success, career development and growth and recognition of accomplishments; * **Effective, inclusive and conducive Leadership Model** that promotes continuous feedback to staff through informal, real-time constructive conversations – in order to move beyond managing performance to improving performance. This model should be at all levels based on ***mutual trust, responsibility, transparency and accountability,*** in line with staff’s career aspirations; * **A common basis for required competencies and skills** based on analysis and gap assessments (designing skills and competency profiles), so as to ensure the right people in the right positions, also through mobility and functional rotations; * **Learning and Development** as an essential means to ensure *continuous development of ITU staff towards the organizational goals*, including a *leadership development framework and on-the-job learning,* so as to increase organizational and staff responsiveness; * **Staff orientation, induction, mentoring** from the on-boarding stage as well as the preservation of institutional memory through a streamlined and comprehensive exit process; * **An organizational rewards programme** which supports and promotes an organizational culture that recognizes individual ITU staff members and teams who have made an outstanding contribution to advancing the ITU’s mandate, goals and values; * **Succession Planning** as a means to streamline planning and earlier identification of needs; * **Design change management and engagement strategies and plans** to respond quickly and more strategically to change, recognizing emerging challenges in the world of work and the need for new skills, mindsets, and behaviors to address them; * **Leverage internal and external mobility** to ensure the right people are in the right positions and staff has the opportunity to gain diverse experience and develop an organizational understanding of ITU’s vision and strategy; * **Carry out meaningful performance evaluation**, translated into constructive performance management, leveraging opportunities for training and career growth; * **Nurture a culture of recognition of achievements**; * **Integrate change management in talent management** and development practices. |

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| **Pillar 3. Excellence-driven HR Services** |
| * **A business partnering and results-based HR model** aligning with the institutional strategy, focusing on the people implications, acting with accountability in response to clients, modernizing working methods, processes etc.; * **HRM Department as a trusted and accountable partner** that adds value, is pro-active and service minded; and continuously delivers high quality HR services, while ensuring organizational equity; * **Connecting with internal customers** with curiosity, purpose, and impact; * **Streamlined and holistic HR services** (simplifying workflows and processes, promoting a paperless work environment, and building business plans and programmes oriented to clients); * **Innovative, rationalized and integrated Enterprise Resource Plannings (ERPs)** which progressively supports all types of HR processes and provides a range of new functionalities enhancing the efficiency of these operations; * **An effective use of HR data and analytics,** which can be turned into meaningful information, and linked to related HR actions as well as in the context of a global digitalization of HR functions; * **A strengthened culture of internal communication at the corporate level;** * **Reviewed and updated HR and administrative regulatory framework**, including Service Orders and ITU Staff Regulations and Staff Rules; * **Capacity building and Bureaux/SG Departments’ empowerment** to ensure success in HR service delivery and decision making; * **Norm-based, streamlined, and holistic HR services following clear rules and procedures;** * **Unequivocally applied staff rules and regulations on an equal and equitable footing to staff across ITU.** |

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| **Pillar 4. Enabling work environment** |
| * **Healthy workplace** resulting in staff well-being through the necessary duty of care as it relates to medical services, psychological support, and occupational health; * **Respectful and ethical workplace** with clear mechanisms preventing discrimination, harassment as well as integrating diversity and disability as a social and organizational value; * **A work-environment that is inclusive** and takes into account Headquarters, field staff and organizational needs; * **A work environment that enables a healthy work–life balance** through flexible work arrangements in order to balance personal and professional commitments; * **Supportive workplace** in which all employees are given an equal and equitable opportunity to advance their careers; * **People decisions closer to people,** ensuring effective delegation of authority as well as an accountability model in line with the Organizational Governance and the Administrative / Legal Frameworks; * **Regular staff surveys** to identify internal factors and develop action plans influencing the organizational climate and culture of ITU, including incentives and support for the adoption of healthier habits, reducing stress and strengthening resilience; * **A culture of accountability which is results and evidence-based,** at all levels, including the enforceability to support the delivery of ITU objectives; * **A culture of dialogue and understanding** of the Organizational and Staff needs, minimizing or resolving conflicts also by making effective use of mediation and conflict management framework and mechanisms; * **A culture supporting innovation**; * **Ensuring the adequate channels are available to all staff to report misconduct or wrongdoing,** actively protecting whistleblowers and handling retaliation cases; * **Ensuring adequate duty of care and revising or establishing rules for providing adequate compensation for injury, illness, disability or death** attributable to the performance of official duties and for managing  **cases of deteriorated health condition** (including mental health), difficult family situation or other precarious situations, harassment of any kind, or unfavorable working conditions; * **Ensuring no bias of any kind exists throughout recruitment, retention, and evaluation processes, and more generally, in the ITU working environment**. |

# Next steps

6.1 The objectives listed in Section 5 have been translated into an HR Strategic Plan (HRSP), to be implemented in 2020-2023; and for which HRMD, in collaboration with the internal partners and under the guidance and supervision of the Coordination Committee, is accountable through Operational Plans for regularly reporting to Member States on its level of progress. HRMD shall introduce impact-oriented reporting, highlighting progress towards the achievements of HR strategic goals as well as focusing on the impact on ITU Staff.

**Reference Documents**

* **C09/56 – E** Draft Human Resources Strategic Plan
* **C09/104-E** Report by the Chairman of the Standing Committee on Administration and Management
* **C09/121**-**E** Summary Record of the Tenth and Final Plenary Meeting
* **C09/25-E** – Report by the Chairman of the Tripartite on Human Resources Management
* **SG/SGO/IA/15**-16-17 – Internal Audit Reports
* **C18-40-E** – External Audit Report
* **JIU/REP/2016/1**, Review of Management and Administration in the International Telecommunication Union (ITU)
* **C17/45-E**, Efficiency Measures
* **C18/39-E**, 2018 JIU Progress Status report
* **C18/24-E,** Progress Report on the Implementation of the Human Resources Strategic Plan and of Resolution 48 (Rev. Busan, 2014)
* **A/72/682/Add.2** Review of Efficiency of the Administrative and Financial Functioning of the United Nations
* **A/RES/72/266** Resolution Adopted by the General Assembly on 24 December 2017 – Shifting the Management Paradigm in the United Nations
* **A/72/492** Shifting the Management Paradigm in the United Nations: ensuring a better future for all
* **United Nations General Assembly (UNGA) Resolution 70/1**
* **CEB/2017/1 -** United Nations System Leadership Framework
* **A Healthy Workforce for a Better World, United Nations System Mental Health and Well-Being Strategy**
* **A/Res/70/1** - Transforming our World: **the 2030 Agenda for Sustainable Development**
* **The Change Plan Proposals by the Change Management Team to the Secretary-General** (New York, December 2011)

Annex 2

Human Resources Strategic Plan 2020-2023[[9]](#footnote-9)

The HRSP builds on the 4 Pillars of the ITU People Strategy (Column A.) to elaborate specific activities (Column B.) aiming at supporting the accomplishment of the ITU Strategic Plan’s priorities and goals through HR functions. Following approval process of the high level HRSP, Key Performance Indicators (KPIs) will be further refined; and HRMD Roles and Partners, Timelines (within the 2020-2023 time-frame) will be established to ensure appropriate monitoring process as well as annual reporting process to the Council (Column F.).

KPIs represent an essential component of the HRSP. Corporate KPIs have been established for each item and associated activities, based on the definition and standards reflected in the ITU Strategic Plan 2020-2023 where *“Performance indicators are the criteria used to measure the achievement of outputs or outcomes. These indicators may be qualitative or quantitative”.* These KPIs define the focus of HRMD regular reporting and will be further elaborated through specific targets following approval of the HRSP. A risk framework has been structured separately in line with the strategic risks in the ITU Strategic Plan 2020-2023 (ref. end of the table); and associated to this HRSP, also for further elaboration following approval by Council 2019 of the high level HRSP.

| A.  Pillar no. and item | | B.  Title and specific activities (High Level) | C.  Corporate  Key Performance Indicators | D.  HRMD Organizational Unit & Partners | E.  Timelines | F.  ASSESSING MONITORING REPORTING (Status) |
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| Pillar 1. Enhanced workforce diversity and agility (aligning ITU workforce to the ITU goals) | | | | | | |
| 1.1 | A Fit-for-purpose workforce | 1. Regularly carry out revision of job functions by Occupation Group (Common Classification of Occupational Groups/CCOG) and Organizational units (Bureaux/SG Department) to minimize duplication or overlap of work | 1.Qualitative analysis and ratio between re-classified positions and newly created ones / total number of positions |  |  |  |
|  |  | 2. Design a career path for technical experts also by the re-defining grades and responsibilities (P6-grade) | 2. Established career scheme for technical experts (proportion by sector) |  |  |  |
|  |  | 3. Establish a vacancy management system tracking positions vacated through separation, retirement, loans/reassignments etc., also making reference to succession planning, gender and geographical targets | 3. Integrated vacancy management system in the succession planning framework (ratio between vacated positions filled by internal and external candidates) |  |  |  |
|  |  | 4.Design and implement an assessment center mandatory for specialized and/or senior management positions | 4. Established corporate assessment center (qualitative reporting on the design and quantitative on the implementation – i.e., % of senior positions filled through assessment center) |  |  |  |
| 1.2 | Alignment between the Union’s strategic priorities and staff functions and posts | Revise current classification procedures to ensure strategic alignments between staff functions and posts as well as to streamline operations | Revised procedures (qualitative reporting on design and quantity reporting on implementation, i.e., number of positions having gone through a classification exercise, and average time (in days) to finalise a classification exercise |  |  |  |
| 1.3 | Balanced and diversified workforce | 1. Ensure workforce statistics on gender and geographical representation support recruitment decisions and processes | Geographical and gender proportions in the workforce, by duty station, sector, grade (%)  Gender distribution by occupational group (%)  Statistics on how candidates access vacancy notices  Qualitative reporting on the applicants pool (competencies, gender, geographical diversity) |  |  |  |
|  |  | 2. Design and implement an ITU Outreach Strategy to strengthen geographical and gender representation |  |  |  |
|  |  | 3. Disseminate vacancy notices to Regional Offices as well as under or non-represented Member States within their zone of competency (HRMD to guide and track the dissemination) |  |  |  |
|  |  | 4. Use of additional dissemination channels such as professional networks, professional media or specialized websites or via social media |  |  |  |
|  |  | 5. Continue building on the ITU’s Gender Parity Strategy in order to implement the UN System-wide Parity Strategy launched by the UN Secretary-General in September 2017; develop an HR Action Plan for gender equality and mainstreaming, taking into account the UN Secretary-General System-Wide Parity Strategy and with reference to Resolution 70 (Rev. Dubai, 2018) as the main resolution for gender equality in ITU | UN-SWAP requirements: Ratio between “ exceed/meets /approaches requirements” in the UN-SWAP report (Indicator 8, 12,14 and 15) |  |  |  |
|  |  | 6. Pro-actively connect to communities of people with disability and leveraging on the UN Disability Inclusion Strategy  Participation in the ITU Disability Task Force to develop a policy framework on disability employment | Policies on integration of the disability perspective at all levels and quality reporting on design combined with quantity reporting on implementation |  |  |  |
| 1.4 | Balanced, strengthened, simplified, and shortened recruitment model and process | 1. Create a new recruitment model based on best practices in the UN and other international entities with the aim also to strengthen, simplify, and shorten the ITU recruitment model and integrate innovative recruitment solutions and means | Revised recruitment model (qualitative analysis and Strengths, Weaknesses, Opportunities and Threats - SWOT) Average time (in days) to finalise recruitment against vacancies. Bottlenecks identified and addressed |  |  |  |
|  |  | 2. Design and implement ITU Recruitment guides which clearly describes the steps in recruitment. | Established guides (qualitative reporting to measure the change over time) |  |  |  |
|  |  | 3. Develop a set of criteria better defining the rationale for internal *vs* external recruitment | Ratio between internal and external vacancy filling |  |  |  |
|  |  | 4. Develop and implement in-house selection panels training as mandatory | Proportion of panel members trained |  |  |  |
|  |  | 5. Ensure that the main principles of competencies and selection stipulated in the Staff Regulations and Staff Rules also cover the recruitment of Experts/Consultants | Procedures for recruitment of Experts/Consultants revised as required (qualitative reporting to measure the change over time) |  |  |  |
| 1.5 | Enhanced ITU employer brand | 1. Redesign the outreach strategy for attracting highly qualified candidates, while contributing to achieving diversity | Increased number of candidates meeting the qualifications and competencies required |  |  |  |
|  |  | 2. Increase partnerships activities with national governments and institutions beneficial to talent acquisition and retention as well as HR branding | Number of established partnerships with universities (qualitative reporting on initiatives and quantitative, i.e., number of interns recruited through partnerships, talent scouting etc.) |  |  |  |
|  |  | 3. Revise the ITU Internship Framework with the aim of increasing incentives and career opportunities for interns as well as ITU branding | Internship Framework revised as required (qualitative reporting to measure the change over time and qualitative reporting, i.e. number of interns / year; proportion of interns having benefited of training programmes etc.) |  |  |  |
|  |  | 4. Design and promote appropriate young talent schemes, increasing opportunities for interns, JPO etc. through trainings, graduation programmes etc. | Designed and launched young talent programmes (qualitative reporting to measure the change over time and quantitative reporting, i.e., number of JPOs etc.) |  |  |  |
| Pillar 2. Engaged employees | | | | | | |
| 2.1 | Strategic and operational alignment between staff performance and ITU goals | 1. Continue implementing the new PMDS Policy and System to ensure ITU staff’s engagement and successful performance | Compliance rates  Number of performing vs. non-performing staff |  |  |  |
|  |  | 2. Increase exchange opportunities and capacity assessment initiatives to create an ITU effective and harmonized Performance Management and Development Culture | Number of information sessions, communications and trainings on PMDS / year. Qualitative of results |  |  |  |
|  |  | 3. Design and implement a new Managing Underperformance Policy and Rewards and Recognition Policy | Established new policy on underperformance (qualitative reporting on the change over time and quantitative, e.g. number of improvement plans established / year)  Established new policy on rewards (qualitative reporting on the change over time and quantitative, e.g. number of nominees for awards) |  |  |  |
|  |  | 4. Continue providing required trainings to enhance staff’s capacity in the correct application of the policies and the tools | Number of initiatives / year and qualitative reporting on outputs |  |  |  |
|  |  | 5. Ensure that ITU leads and contributes to initiatives of the HR Network Working Group on Performance Management and Development | Contributions to HR Network Working Groups (qualitative: policies and quantitative: participation in meetings / year) |  |  |  |
| 2.2 | Effective, inclusive and conducive Leadership Model | Design a new Leadership Model (more horizontal, collaborative and accountable) to be promoted through the Management and Leadership Learning Programme, based on the “New UN Leadership Framework” when strengthening leadership at ITU. The framework asserts that Transformational Leadership requires a focus on redefining approaches to partnership building, strategy and system thinking. It is heavily reinforced by attitudinal and behavioral adjustments by development of leadership capabilities and by strong vision and leadership for change. | Number of participants in the Management and Leadership Programme / year (per duty station, sector, grade and gender)  Qualitative results measured through survey and ITU Returns on Investment (RoI) (under design), including % satisfied participants and behavioral change measured through satisfactory PMDS on management and leadership competencies |  |  |  |
| 2.3 | A common basis for required competencies and skills | 1. Design and launch Pillar 3 of the ITU Competency Framework (Technical Competencies, Service Order 18/03), also based on the new ITU Strategic and Operational Plans (PP-18) | Pillar 3 integrated in the ITU Competency Framework and PMDS; % staff assessed satisfactorily against these competencies |  |  |  |
|  |  | 2. Carry out competency and skills gap assessments by Bureau/SG Department, also as a basis to increase mobility (geographical, functional and short-term) as a means to acquire, enhance and bring new competencies and skills across organizational units and offices | Number of cases of internal moves, number of short-term moves converted into long-term ones |  |  |  |
|  |  | 3. Design and implement Learning Plans to fill the gap as required | Quantitative and qualitative analysis of learning activities linked to identified needs and budgetary resources |  |  |  |
| 2.4 | Learning and Development as an essential means to ensure *continuous development of ITU staff towards the organizational goals* | 1. Revise the ITU Learning and Development Policy, including a new leadership framework (more inclusive, horizontal etc.) and on-the-job assignments | Revised policy and integrated in the performance management system of ITU staff through learning objectives (short-term); % learning objectives compliant with the policy; % training requests submitted to HRMD in line with the policy |  |  |  |
| 2. Conduct a capacity assessment of existing and required resources to deliver annual, mid-, and longer term ITU Learning Plans (ref. to Decision 5 on 3% of staffing costs) | Finalized business case on learning resources for biennial learning budget composition |  |  |  |
| 3. Redesign the corporate budget through centralization of learning expenditures for in-service trainings across ITU also as a means to ensure equitable distribution of opportunities (HQ and Field-Offices) | Centralized Learning budget in HRMD; ratio between in-service and corporate learning programmes; % participants from field offices having benefited of corporate learning programmes |  |  |  |
|  |  | 4. Develop and implement an ITU Career Development Framework, guiding managers and staff as well as making clear to newly recruited staff and potential applicants, what are the organizational opportunities as well the administrative framework to pursue them | Established Career Framework (qualitative reporting on the change over time) and proportion of managers and staff having benefited from these information (survey) |  |  |  |
|  |  | 5. Increase interagency career development initiatives to ensure staff members’ exposure within the UN System | Number of learning interagency initiatives (% ITU staff participation) / year |  |  |  |
|  |  | 6. Design and Implement Learning and Career Paths, defining required trainings and learnings to move from a position to the next - horizontal and vertical career in ITU | Designed Learning and Career Paths and integrated in PMDS and LMS |  |  |  |
| 2.5 | Staff orientation, induction, mentoring | 1. Launch a new On-Boarding and Exit Programme in ITU, including:  a) Develop and implement an Induction Learning Programme for newly recruited staff  b) Develop various induction and on-boarding documents in order to ease the transition for newcomers at ITU  c) Develop an exit questionnaire and follow up key findings on a regular basis | Number of Inductions held (% newly recruited staff participated) / year  Exit questionnaire shared with all staff leaving, responses analysed and SWOTs (Strengths, Weaknesses, Opportunities, and Threats)/ action plans established |  |  |  |
|  |  | 2. Develop, promote and evaluate a mentoring program | Number of staff having become mentors and staff being mentored. Evaluation of the level of satisfaction |  |  |  |
| 2.6 | An organizational rewards programme | 1. Revamp the ITU Rewards Programme to ensure an element of recognition (day-to-day work) and rewards (exceptional accomplishments, individual and teams) | Revamped Rewards Programme, number of awards /year  Established new policy to measure the change over time on recognition |  |  |  |
| 2.7 | Succession Planning | 1. Design and implement an ITU Succession Planning Framework, as a means to anticipate business needs and required human resources, *including identification of key/critical roles (i.e., sensitive posts), retirement projection etc., identification of business and staffing requirements and formulation of HR Strategies, Policies and Plans, for the medium and long term*.  Succession Planning will integrate new MAR (Mandatory Age of Retirement). Two lists to be established: all staff extended to 65 and staff willing to retire earlier (as per their right and approval of the Secretary-General) | Succession Planning Framework integrated in the HR Annual Report and rolled out in ITU; proportion of staff leaving in 5-10 years, by duty station/sector/grade and occupational group |  |  |  |
|  |  | 2. Adopt on a permanent basis a Voluntary Separation Programme, including a communication plan | Proportion of staff leaving through voluntary separation programme |  |  |  |
| 2.8 | Design change management and engagement strategies and plans | Design and roll-out a Change Management Action Plan to accompany ITU in “innovation and change” for the next 4 years (new strategic and operational plans, new Building Project, etc.) | Action Plan centralized in HR is established (report on qualitative outputs and quantitative implementation level in %/total activities) |  |  |  |
| 2.9 | Leverage internal and external mobility | 1. Design and implement an ITU Mobility Framework  2. Design and implement a “Short-Term Mobility Policy” as part of the Framework | Mobility Framework is designed and rolled-out and new policy on short-term assignment is established; number of staff having moved / year based on the policy |  |  |  |
| 2.10 | Carry out meaningful performance evaluation, translated into constructive performance management | 1. Continue guiding staff through training and guidelines documentation in the effective application of the PMDS Policy and Tools  2. Regularly carry out analysis of PMDS results and provide information to staff and managers to support informative decisions on ITU staff’s career and learning opportunities | Number of communications and information sessions held; completion rate by sector; % accomplished objectives by sector, grade etc.; % demonstrated competencies by group (core, functional, technical, etc.) |  |  |  |
| 2.11 | Nurture a culture of recognition of achievements | Build internal capacity through *internal communication to managers, trainings and information sessions* on the importance of staff recognition and rewards | Number of formal communications / year |  |  |  |
| 2.12 | Integrate change management in talent management | Elaborate and promote a strategy across ITU to integrate change management in the existing and new initiatives (Change Management 4-year Action Plan) | Action Plan established; number of initiatives and management practices assessed by staff as effective (survey and RoI) / total initiatives |  |  |  |
| Pillar 3. Excellence driven HR Services | | | | | | |
| 3.1 | Streamlined Human Resources Management Department - a trusted and accountable partner based on a holistic and results-based HR model. | 1. Conduct an in-depth analysis of the efficiency and the effectiveness of administrative support services  2. Implement necessary measures to rationalize the flows for data storage and management, invest in IT resources, to eliminate any manual inputs, following a pre-list of established urgencies, and enhance the salary payment functions | Analysis is conducted and SWOT finalized with action plan established (% actions completed / year) |  |  |  |
| 3.2 | Innovative, rationalized and integrated ERPs | 1. Evaluate the cost-effectiveness and implications to digitalize personnel dossiers, in order to ensure business continuity (i.e. prevent that an accidental event might result in the loss of fundamental data) and allow a direct interface of personnel dossiers with Systems Applications and Products in data processing (SAP) HR. The digitalization process will also allow not only the automation of HR functions but also a more strategic use of the information for workforce analysis, talent management etc. As a result:   1. Develop and implement a new Recruitment Management System (RMS) 2. Develop and implement a new Learning Management System (LMS) 3. Update current HR Information Technology and Information Management Strategy, encompassing all dimensions of information management (e-filing project), so as to provide a range of new functionalities for operations efficiency and paper-less | Business case established on HR digitalization per area (administration, recruitment and development)  Simplification and effectiveness measured qualitatively and quantitatively through design and implementation of e-filing, RMS and LMS projects |  |  |  |
| 3.3 | An effective use of HR data and analytics | Make the HR Annual Report a strategic document for informative decisions on governance and administrative policy framework | Narrative in HR Annual Report aligned with Council’s recommendations from previous year(s) and statistics in HR Annual Report aligned with Corporate KPIs of HRSP |  |  |  |
| 3.4 | A strengthened culture of internal communication at the corporate level | Re-define the HR internal communication service to ensure accessibility of information on organizational events, projects, etc. as well as their implications for ITU staff  Strengthen internal communication through new tools (e.g. HR Handbook), information sessions, etc. on benefits, entitlements as well as duties and obligations | Implemented HR Handbook;  % updated policies and institutional documents / total  Qualitative reporting on the use to measure the change over time |  |  |  |
| 3.5 | Reviewed and updated HR and administrative regulatory framework | 1. Develop and launch a new electronic HR Handbook facilitating information accessibility to the ITU HR and Administrative Framework, including contractual framework (regular and non-regular workforce) |  |  |  |
| 3.6 | Capacity building and Bureaux/GS Departments’ empowerment  Norm-based, streamlined, and holistic HR services following clear rules and procedures  Unequivocally applied staff rules and regulations on an equal and equitable footing to staff across ITU | 1. Launch and promote consistent use of the electronic HR Handbook for accessibility of information and understanding of procedures  2. Ensure required update of the HR policies, rules and regulations, also within the electronic HR Handbook context and domain, on a scaled approach (2-4 year plan) and as applicable |  |  |  |
| Pillar 4. Enabling work environment | | | | | | |
| 4.1 | Healthy workplace | 1. Design and Implement a ITU Policy on Occupational Health, Well-being, and Safety | Establishment of an health and well-being committee  New policies and procedures promulgated |  |  |  |
|  |  | 2. Design and Launch Prevention and Care Programmes (Occupational Health, Well-being, and Safety) | Evaluation of the number and effectiveness of preventive actions undertaken |  |  |  |
|  |  | 3. Strengthening of the Medical Services | Medical services fully operational |  |  |  |
|  |  | 4. Review both short- and long-term sick leave in order to make adjustments to prevention and care programmes. | Reporting on outputs, qualitative and quantitative |  |  |  |
| 4.2 | Respectful and ethical workplace | 1. Review harassment and abuse of authority policy  2. Report and provide updates on progress made with regard to sexual exploitation and abuse, and sexual harassment in the workplace (Zero-Tolerance Policy)  3. A functional Ethics Office and services in place | Reviewed policy and qualitative and quantitative reporting to measure the change over time (i.e. establishment of informal and formal procedures, number of reported cases and number of cases addressed, decisions made and corrective measures introduced) |  |  |  |
| 4.3 | A work-environment that is inclusive | Promote social events and equal access to all ITU activities | Number of events and activities held / year combined with qualitative reporting on outputs and staff participation |  |  |  |
| 4.4 | A work environment that enables a healthy work–life balance, also through flexible working arrangements | 1. Ensure alignment between ITU’s family policies and contemporary family situations | Reviewed and aligned existing ITU policies |  |  |  |
|  |  | 2. Revise policies on Flexible Working Arrangements and Teleworking, and develop and implement guides to harmonize understanding and use of existing ITU Policy as well as to accompany ITU staff in a change management process (New Building Project) | Reviewed policies and established guides (qualitative reporting on practices changed over time)  Statistics on the use of arrangements and evaluation of the level of satisfaction |  |  |  |
|  |  | 3. Promote initiatives which support and encourage staff to achieve a reasonable work-life balance | Number of initiatives held / year |  |  |  |
| 4.5 | Supportive workplace | Define a code of conducts for managers (in particular with respect to their staff) | Established code of conduct (qualitative reporting on the change over time combined with quantitative reporting on misconduct)  Development of a tool for evaluating compliance |  |  |  |
| 4.6 | People decisions closer to people | Review the delegation of authority and accountability framework for HR processes (performance management etc.) to ensure necessary effectiveness and fairness | Reviewed delegation of authority framework through business cases and in collaboration with the MCG (qualitative reporting on the change over time) |  |  |  |
| 4.7 | A culture of accountability, results and evidence-based | 1. Conduct subject-driven and targeted population-driven surveys, regularly and as a basis to tackle specific HR and organizational issues (e.g. Learning, Management Training, Sexual Harassment etc.)  2. Design the surveys based on SWOT Analysis and Benchmarks and establish appropriate course of actions following results | Number of surveys held and reporting on results as well as implementation of action plans |  |  |  |
| 4.8 | A culture of dialogue and understanding | 1. Review informal conflict resolution procedures | Reviewed procedures and revisited protocol (qualitative reporting on the change over time) |  |  |  |
|  |  | 2. Revisit complaints support and advisory Protocol |  |  |  |
|  |  | 3. Lead an in-depth analysis on the possibility to expand the current mediation function to an Ombudsperson function | Business case on Ombudsperson established and decision made |  |  |  |
|  |  | 4. Raise staff awareness on existing mechanisms | Number of initiatives, including information sessions and communications/over a year  Qualitative analysis on results (surveys, reporting from existing mechanisms) |  |  |  |
| 4.9 | A culture supporting innovation | 1. Ensure that the Change Management Action Plan include staff development and engagement initiatives; and regularly report on results  2. Promote ITU-wide and inter-sectorial initiatives | Designed and launched change management action plan (qualitative reporting on the design and quantitative on the implementation) |  |  |  |
| 4.10 | Ensure the adequate channels are available to all staff to report misconduct or wrongdoing, actively protect whistle-blowers and handle retaliation cases | Review the existing administrative and legal framework to strengthen management of misconduct, retaliation, etc. | Revision of existing procedures finalized and number of total cases reported to measure the change over time (qualitative and quantitative) |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- |
| 4.11 | Ensuring adequate duty of care and revising or establishing rules for providing adequate compensation for injury, illness, disability, or death attributable to the performance of official duties and for managing cases of deteriorated health condition (including mental health), difficult family situation or other precarious situations, harassment of any kind, or unfavorable working conditions | 1. Develop and implement an ITU Duty of Care Strategy, in line with UN System Strategy and including a Mental Health Strategy | Established Duty of Care and Mental Health Strategies (qualitative report on promotion, prevention and awareness combined with quantitative report on sick leave cases management and results) |  |  |  |
|  |  | 2. Revisit services and facilities for staff with disabilities (Facilities Management) | Qualitative and quantitative reporting on existing and new facilities to measure the change over time |  |  |  |
| 4.12 | Ensuring no bias of any kind exists throughout recruitment, retention, and evaluation processes, and more generally, in ITU | 1. Increase dialogue between HRMD and managers and staff as clients of the HR Services to ensure consistent applicability of rules and procedures | Number of processed staff requests / year (proportion of complete staff requests submitted by the clients) |  |  |  |
|  |  | 2. Work with managers and staff to ensure an evidence-based decision making process in recruitment, performance management, etc. by making reference to institutional analytics (e.g. HR Annual Report) | Number of Information sessions and communications to clients on applicability of rules and procedures combined with qualitative reports on main outputs |  |  |  |
|  |  | 3. Conduct an analysis of the consistency and harmonization of ITU’s compensation package with the UN System, with the aim of optimizing organizational practices, budget and resources | Revised ICSC compensation package integrated in ERP and consistent applicability (qualitative reporting) |  |  |  |

# Strategic Risks in the ITU Strategic Plan 2020-2023

# *(From Annex 1 to Res.71 (Rev. Dubai, 2018) – ITU strategic plan for 2020-2023)*

Table 2. Strategic risks and mitigation strategies

| **Risk** | **Mitigation strategy** |
| --- | --- |
| **1. Diminishing relevance and ability to demonstrate clear added value**  - Risk of duplication of efforts and inconsistencies inside the organization that affects our ability to demonstrate added value  - Risk of conflicting efforts, inconsistencies and competition with other relevant organizations and bodies that leads to misperception of ITU’s mandate, mission and role | - Risk avoidance: by clear **mandates** of each structure and **role in the Union**;  - Risk limitation: **improve the cooperation framework**;  - Risk avoidance: identify and **concentrate on areas** with **clear added value**;  - Risk transfer: by establishing **long term partnerships**;  - Risk limitation: by an appropriate and consistent **communication strategy** (**internal** and **external**). |
| **2. Spreading too thin**  - Risk of mission dilution and losing sight of the organization core mandate | - Risk avoidance: by **prioritizing,** **focusing and building on the strengths** of the Union;  - Risk limitation: by ensuring **consistency** of ITU activities / **working outside of silos**. |
| **3. Failure to respond quickly to emerging needs and innovate sufficiently while still providing high quality deliverables**  - Risk of unresponsiveness, leading to disengagement of membership and other stakeholders  - Risk of being left behind  - Risk of lower quality deliverables | - Risk avoidance: **plan for the future** while being **agile**, **responsive** and **innovative**, focus on purposes of the Union;  - Risk limitation: define, promote and implement a **fit-for-purpose organizational culture**;  - Risk transfer: proactively **engage stakeholders**. |
| **4. Concerns regarding trust and confidence**  - Risk of rising concerns related to trust by membership and stakeholders  - Risk of rising concerns on confidence within membership | - Risk avoidance: **adopt and implement common values** – all actions guided by the adopted values;  - Risk limitation: **engage with membership** and other stakeholders, **improve communication** and **transparency**, **commit to the values**, and **promote ownership of strategic initiatives; ensure adherence to the core Mission and Goals and organizational procedures**. |
| **5. Inadequate internal structures, tools, methodology and processes**  - Risk of structures, methods and tools becoming inadequate, failing to be effective | - Risk limitation: Optimize internal structures, **improve tools**, **methodologies** and **processes**;  - Risk transfer: Initiate processes for **quality control**;  - Risk limitation: Improve **internal** and **external communication**. |
| **6. Insufficient funding**  - Risk of reduced financial contributions and sources of revenue | - Risk limitation: identify and explore **new markets** and **players**; **prioritization of core activities**;  - Risk limitation: ensure **effective financial planning**;  - Risk limitation: membership **engagement strategies**;  - Risk transfer: increase **relevance of ITU activities**. |

1. Council Resolution 1299 (2008) which instructed the Secretary-General to prepare, in collaboration with the ITU Staff Council, a comprehensive human resources strategic plan. [↑](#footnote-ref-1)
2. The United Nations General Assembly resolution 72/266 B “Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability”. [↑](#footnote-ref-2)
3. Resolution 48 (Rev. Dubai, 2018). [↑](#footnote-ref-3)
4. A draft HR Strategic Plan was presented to Council 09 in doc C09/56. The Tripartite Group on Human Resources Management had comments – ref. Doc C09/25. The Standing Committee on Administration and Management made some comments and recommended approving the Strategy - ref. Doc C09/104 (para 17). The plenary approved the Standing Committee’s recommendation – ref. Doc C09/121 (para 3.23) towards the establishment of the HR Strategic Plan 2015-2018. The HR Strategic Plan 2015-2018 document elaborated a series of principles guiding HR services based on the following values: *transparency of policies, processes and practices; competency based; performance-oriented; respect for staff dignity and rights such as confidentiality.* The same document indicates *that ITU’s human resources strategies should emphasize the continued importance of maintaining a well-trained, geographically equitable and gender-balanced workforce while recognizing budget constraints.*  [↑](#footnote-ref-4)
5. Ref. JIU/REP/2016/1. [↑](#footnote-ref-5)
6. Ref. ICSC Human Resources Management Framework ([http://commonsystem.org/hrframework/)](http://commonsystem.org/hrframework/). [↑](#footnote-ref-6)
7. The consultative process with the Telecommunication Development Bureau included the Regional Offices. [↑](#footnote-ref-7)
8. A/72/492 Shifting the Management Paradigm in the United Nations: ensuring a better future for all. [↑](#footnote-ref-8)
9. HRMD Services and staff members’ workplans will be drawn from HRSP so as to ensure effective HRM accountability framework. [↑](#footnote-ref-9)