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| **Council 2021Virtual consultation of councillors, 8-18 June 2021** |  |
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| **Agenda item: ADM 27** | **Document C21/54-E** |
| **7 April 2021** |
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| Report by the Secretary-General |
| PROGRESS REPORT ON THE IMPLEMENTATION OFTHE HUMAN RESOURCES STRATEGIC PLANAND OF RESOLUTION 48 (REV. DUBAI, 2018) |

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| **Summary**The Council 2019 approved a four (4)-year People Strategy and Human Resources Strategic Plan (HRSP) 2020-2023 aligned with the ITU strategic and financial plans, to respond to the needs of the Union, its membership, and its staff. This report contains the implementation of the HRSP covering the period 2019-2021, as well as the following annexes with decisions for adoption:(i) Recruitment Process – reduction of the advertisement period;(ii) Personal Status for the purpose of ITU entitlements; and(ii) Advancement within Grade for Professional and Higher Categories.This document was originally prepared as C20/54 for submission to the 2020 session of the Council but was not reviewed.**Action required**The Council is invited to **take note** of the report on the implementation of the HRSP and **adopt** the draft decisions contained in Annexes 1 to 3.\_\_\_\_\_\_\_\_\_\_\_\_References[*Resolution 48 (Rev. Dubai, 2018)*](https://www.itu.int/en/council/Documents/basic-texts/RES-048-E.pdf)*;* [*C20/54*](https://www.itu.int/md/S20-CL-C-0054/en) |

**Report on the implementation of the Human Resources Strategic Plan**

The Human Resources Strategic Plan (HRSP) is grounded in ITU’s strategic and financial plans. The strategy reaffirms that the greatest resource of ITU is a skilled, motivated and dedicated workforce of the highest competence and integrity, geographically diverse and gender balanced, empowered to achieve ITU’s mission and strategic objectives though a commitment to managing the results. It also highlights the need for modernizing ITU’s human capacity, processes, procedures and tools, as well as integration and harmonization with the United Nations Common System and the values of the international civil service.

Worth mentioning is that the ITU Human Resources Strategic Plan is a rolling strategy, which may be adapted as required, should new challenges or opportunities arise.

A number of process improvements have been achieved; and new and updated polices have been put in place. This report includes updates for up to June 2021.

Within the HR goals and the objectives of improving the delivery capacity of ITU, concluded initiatives through the four pillars: (1) Fit-for-purpose workforce integrating diversity and agility (aligning ITU workforce to the ITU goals), (2) Engaged employees, (3) Excellence-driven HR services, (4) Enabling work environment; the activities were implemented, producing the outputs described in column F (up to June 2020) and G (up to June 2021) of the table below.

| **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.****AssessingMonitoringReporting (Status 2020)** | **G.** **AssessingMonitoringReporting (Status 2021)** |
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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. Review, analyse and classify job descriptions using job classification standards and ensure that duplication or overlap of duties and responsibilities are minimized
 | * Qualitative and quantitative analysis of movement of positions (review, upgrading, downgrading, transfer and creation) / total number of positions that have been subject of a classification exercise.
* Use of ICSC job classification standards
 | HRMD | Ongoing | Reorganizations were implemented within BDT entire HQ, BR and SG (SPM, HRMD, C&P, centralization of financial controlling functions to FRMD, and merge of Buildings Projects Division and FMD). A total of 287 classification activities from 1 January 2019 to April 2020, excluding validation of grade for short-term contracts: * 30 creations
* 5 downgrades
* 39 upgrades
* 26 transfers
* 175 reviews
* 12 special post allowances
 | A total of 162 classification activities from 1 January 2020 to 31 December 2020, excluding validation of grade for short-term contracts: * 18 creations
* 3 downgrades
* 22 upgrades
* 22 transfers
* 86 reviews
* 11 SPAs

All job descriptions/positions have been evaluated against ICSC classification standards. |
| 1.2 | Alignment between the Union’s strategic priorities with functions and posts | * + 1. Align the organizational design with the mission and strategies of the organization
 | * Organizational structure that supports objectives
* Clear reporting relationships with appropriate work distribution and classified posts
 | HRMDBureaux and Departments of the General Secretariat | Ongoing |  | HRMD has provided support to reorganizations, including review of organizational structures and classification of reviewed positions, considering the mission and strategies of the organization, and reporting relationships |
| * + 1. Regular revision of the classification procedures to ensure strategic alignments between duties and responsibilities (needed to achieve objectives) and positions 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 finalize a classification exercise.
* Revised procedures: existing procedures being kept up to date (number of revisions adapted and implemented)
 | HRMDStaff CouncilLegal Affairs Unit Joint Advisory CommitteeCoordination Committee | 2021 | The classification procedure has been revised and published in a Service Order. The classification plans are regularly updated in accordance with the standards promulgated by the International Civil Service Commission (ICSC) under Article 13 of its Statute. The Service Order details the Post Classification Process, the Accountability Framework and the Workflow and provide definitions related to classification of posts.New job description forms for the Professional and higher categories and General service staff category were implemented. New job description forms have been used since September 2019. | Service Order No.19/16 - Classification of Posts implemented in 2019 will be amended to be aligned with what emerged from the practices (lesson learned) and other organizations of the UN Common System.Training will be provided to managers and HR focal points to further develop their skills in writing job descriptions. |
| 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 (%)
* Regular monitoring of key workforce diversity metrics, such as geographical distribution and gender parity
 | HRMD | Ongoing | Recommendation forms for Professional and higher categories must include justification for Gender. Monthly statistics are attached to the recommendation for reference. | Statistics on gender and geographical distribution are regularly updated and systematically provided as part of recruitment processes. |
| 1.4 | Balanced, strengthened, simplified, and shortened recruitment model and process  | * + 1. Review the current recruitment process based on best practices of other UN organizations with the aim to strengthen, simplify, and shorten the ITU recruitment business process and integrate innovative recruitment solutions and means
 | * Revised recruitment business process implemented.
* Bottlenecks identified and addressed
 | HRMDLegal Affairs UnitCoordination Committee | 2020-2021 | Focus in 2020 and 2021 for the recruitment and selection process to be made more rapid, transparent and effective, leveraging new technologies.It is proposed to reduce the period of advertisement for positions identified for external recruitment on an international competitive basis from 2 months to one month. | HRMD is a member of the Recruitment and Outreach Working Group mandated to collect information on what different UN entities are practicing in the areas of Workforce Planning, Recruitment, Outreach & Assessment, with an aim to discuss and identify practices, tools, systems which could be adopted across the UN System and result in economies of scale, standardization, and harmonization. |
| * + 1. Design and implement an ITU Recruitment guideline which clearly describes recruitment business processes, including Resolution 48 (rev. Dubai) requirements
 | * Established guide (qualitative reporting to measure the change over time)
* Disseminate the guide and provide information sessions.
* Average time-to-hire / time-to-fill
* Time spent on the recruitment process by the Hiring manager
 | HRMDLegal Affairs UnitCoordination Committee | 2020-2021 | A comprehensive recruitment guide has been developed and will be made available to all hiring managers and participants in recruitment processes.  | The draft Recruitment Guide was presented to the MCG on 8 May 2020, the members expressed the wish that HRMD initiate consultations with the Bureaux and Departments of the General Secretariat to discuss further their needs and to find out the gaps between the current process and the current needs of the organization. HRMD carried out a more detailed analysis of the recruitment process of the ITU and the United Nations common system and developed a Report on Recruitment and Selection Process and Benchmarking with UN Common System Organizations which includes recommendations to clarify, streamline and speed up recruitment process in ITU.Based on this, HRMD is in the process of performing a complete overhaul of the recruitment business process in preparation of the new recruitment management system (RMS) to be implemented in 2021. |
| * + 1. Ensure that the recruitment and selection process is timely transparent and free from discrimination and inappropriate influence while assuring the selection and placement of the right person in the right job at the right time
 | * Reliable and objective assessment tools are used.
* Vacancy and retention rates
* Hiring-Manager-Satisfaction
* Employee turnover rate /number of non-renewed contracts after the probation period
 | HRMDBureaux and Departments of the General Secretariat | 2021-2022 | A new recruitment system is under acquisition for development in Q4 of 2020 and implementation early in 2021. | Call for Bids for the new recruitment system has been completed and a provider has been selected.Implementation is foreseen last trimester of 2021 early 2022. |
| * + 1. Develop and implement a mandatory selection panels training
 | * Number of panel members trained
 | HRMD | 2021-2022 |  | As a member of the Recruitment and Outreach working Group HRMD is member of the following sub-group: Training to upskill recruiters in the UN system. |
| * + 1. Design and implement guidelines for the employment of non-staff workforce (Special Service Agreement (SSA))
 | * Adequate policies and guidelines to monitor and control the recruitment of Experts/consultants (SSA). Advertise all new Special Service Agreements, and those with new terms of reference, linked to competitive selection process.
* Experts’ (SSA) recruitment process (to define roles and responsibilities of the concerned departments/units) reviewed and documented to ensure that job descriptions and CVs are adequately reviewed, testimonials validated and that other concerns raised by the inspection are addressed
* Rules and guidelines are established and communicated to ensure that the main principles of competencies and selection stipulated in the Staff Regulations and Staff Rules also cover the recruitment of Experts/consultants

The roster monitoring, evaluation and management mechanisms are reviewed. | HRMDLegal Affairs UnitCoordination Committee | 2020-2022 | The conflict of interest component has been specifically elaborated and all Experts (SSA) sign a code of ethics which comprises a conflict of interest statement. | Benchmark done with other UN entities.  |
| 1.5 | Enhanced ITU employer brand | * + 1. Develop and implement an outreach strategy to attract highly qualified candidates, while contributing to achieving diversity
 | * Number of applications per position
* Number of high-quality applicants per position
* Origin of applicants per position
* Application process cancellation rate
* Offer-Acceptance-Rate
 | HRMD | 2021-2022 |  | As a member of the CEB Recruitment and Outreach working Group HRMD is member of the following sub-group: * Targeted outreach and sourcing.
 |
| * + 1. Increase partnerships activities with national governments and institutions beneficial to talent acquisition and retention as well as HR branding
 | * Number of established partnerships with administrations (qualitative reporting on initiatives and quantitative, i.e., number of Funds-in-Trust (FIT), JPOs, loans/secondments recruited through partnerships programmes
 | HRMDBureaux and Departments of the General Secretariat | Ongoing | 2 agreements have been signed with Universities, ITU has participated in sponsored Internship programmes (CSC and Carlo Schmid). The JPO programme has been reactivated at ITU and one JPO has been recruited in 2019. Agreements are under discussion with other Member States. 5 additional JPOs are under discussions with two Members States. | In addition to one existing JPO, 5 new ones will join ITU in 2021 and discussions are ongoing with Japan and Australia for additional JPOs.Number of FIT: 9Number of loans: 2 |
| * + 1. Design and promote appropriate young talent schemes, increasing opportunities for interns and JPOs through trainings, graduate and partnerships programmes
 | * Number of established partnerships with administration and universities
* Designed and launched young talent programmes
* Qualitative and quantitative report on number of promotion activities
* Number of interns and JPOs
 | HRMDBureaux and Departments of the General Secretariat | Ongoing | 2 agreements have been signed with Universities, ITU has participated in sponsored Internship programmes (CSC and Carlo Schmid) | HRMD participated in virtual career fairs in Germany (Berlin), Italia (Milan), Switzerland (Lucerne and Bern) and ChinaNumber of interns in 2020:105 (SG 43 - BR 2 – BDT 39 – TSB 18 – Telecom 3)Number of JPOs in 2020: 1 |
| * + 1. Revamp careers website
 | * A careers site that is engaging and used a key outreach tool
 | HRMDSPM | 2021 |  | Project will be aligned to the implementation of new recruitment management system (RMS). |
| **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
 | HRMD |  | 70% of ITU staff have established their 2019 e-PMDS, the majority of which reporting satisfactory performance. An “overall rating” will be introduced starting from 2020 to calculate more precisely the ratio of performing vs non-performing staff. A number of enhancements have been made, including: - the monitoring of the mandatory trainings’ completion; and the introduction of a gender objective for supervisors (UN-SWAP requirement), to measure ITU gender capacity. 24 information sessions and support on ITU performance policy (Service Order 2018/06) and tools were delivered TU staff and managers since the e-PMDS launch and the establishment of the ITU performance management framework. In addition, ad-hoc training sessions were organized on several PMDS technical and cultural topics, such as “managing difficult conversations” and “giving and receiving feedback”.  | 85.5% of ITU staff members in the General Secretariat, BR and TSB, have established their 2020 e-PMDS and 91,8% in the BDT Department. The number underperformance cases reviewed by HRMD has increased, including extensions of the probationary period and terminations. Records and processes referred to performance records and improvement plans. The review of the cases has involved both Legal Services and Staff Council.The overall rating scale – numerical or narrative - is currently under revision to reflect underperformance and excellence. Additional 13 information sessions have been delivered to managers and staff across all sectors, complemented by ad-hoc support particularly on underperformance preventive measure, feedback and developmental conversations. ITU participates in the CEB HR Network Working Group on Performance Management and Development to streamline implementation of UN and ICSC recommendations. |
| * + 1. 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)
 | HRMDStaff Council Legal Affairs UnitJoint Advisory CommitteeManagement Coordination GroupCoordination Committee |  | A new policy on managing underperformance is being established. This text sets out the policy and procedures for managing underperformance as part of ITU’s Performance Management and Development System (PMDS). Underperformance is defined as a staff member’s failure to perform his/her job at the required standards in terms of quality, quantity and timeliness of the expected workplan deliverables and behaviors as set out in the ITU Competency Framework (Service Order 18/03).A new ITU Awards and Recognition Programme pilot is in the pipeline for 2020. Guidelines for its implementation have been developed. The pilot results will represent the basis for the establishment of the new policy on rewards.  | Underperformance and rewards guides have been implemented and associated to the underperformance cases review and rewards programme, respectively. The underperformance guide included a new Improvement Plan format outlining the required steps and supporting documentation to address underperformance issue. The new ITU Awards and Recognition Programme consisting of 3 awards types (Innovation, Teamwork and Leadership) was launched and highly participatory. 27 nominations were submitted, 12 for the Innovation Award, 4 for Teamwork Award and 11 for Leadership Award, representing in total 69 staff members nominated (Individuals and Teams). The 20 members of the Staff Awards Panel reviewed and evaluated the 20 eligible nominations. One of the eligibility criteria was a satisfactory e-PMDS, to strengthen the performance culture in making a link between performance and consequences.  |
| 2.2 | Effective, inclusive and conducive Leadership Model | * + 1. 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
 |  |  | A new ITU Management and Leadership Programme has been designed and rolled-out. The Programme is based on a more horizontal and collaborative model where co-creation and other competencies drawn from the UN System Leadership Framework are its at its core. Overall, 31% of professional staff members with supervisory role have participated in the Management and Leadership Programme. A Leadership Cultural Assessment, in partnership the United Nations System Staff College and McKinsey, has been launched in BDT as a pilot and possible extension to all ITU management. The satisfaction results against the ITU 2019 Learning Plan implementation measured through surveys and qualitative interviews (approx. 940 instances of staff participation) shows a high rate of satisfaction (approx. 80%). Results of 2019 e-PMDS shows satisfactory PMDS on management and leadership competencies for the majority of staff with supervisory responsibilities. A Monitoring and Evaluation Framework (M&E) has been established to measure the ITU learning impact beyond satisfaction and up to behavioural change. This has been applied to corporate programmes for reporting in 2021.  | Over 15 programmes on management and leadership; and change management topics, including how to manage and live “in the new context”, were delivered across ITU including regional offices and with an overall balanced gender-balanced participation. Overall, during remote working the digital offer has increased including 2 long-term agreements with recognized United Nations providers. Surveys results indicate satisfactory results for most respondents across all programmes According to 2020 and 2021 Mid-Term e-PMDS reporting, the majority of ITU staff have successfully completed the e-PMDS learning objectives and reported “demonstrated” in 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
 |  |  | The ITU Competency Framework identifies three (3) groups of competencies: Core, Functional and Technical. While the core and functional competencies have been embedded in the main Human Resources (HR) functions – e.g., classification and recruitment, performance management, learning and development, the technical competencies have required a mapping exercise.As a result, the third pillar has been completed. The technical competencies have been identified from the main domains of expertise of our Organization and compiled into a catalogue. Each of the domain is further divided by Job Title with a corresponding list of competencies attached to it. The ITU Technical Competencies Catalogue is being integrated in the ITU Competency Framework (Service Order 18/03) and e-PMDS. All ITU staff establishing their 2020 e-PMDS will be assessed against these technical competencies.  | The current e-PMDS technical competencies catalogue report over 100 competencies across different jobs. This catalogue is the result of the information entered in the e-PMDS by managers and staff in terms of the required technical competencies to accomplish the annual workplans. A Skills Gap analysis is being conducted across ITU. The taxonomy includes the e-PMDS technical competencies. The ITU Competency Framework will be revised considering the results of the Skills Gap analysis. According to 2020 e-PMDS reporting, the majority of ITU staff has been assessed satisfactorily against the e-PMDS technical competencies.  |
| * + 1. Comprehensive Competency and Skills Gap assessment
 |  | HRMD Bureaux and Departments of the General Secretariat |  | As a specialized agency and a knowledge-based organization, ITU depends on highly skilled, highly performing, flexible, and engaged staff. The 2030 Agenda for Sustainable Development provides ambitious and exciting challenges ahead. ITU gets ready to address these challenges, and a comprehensive competency and skills gap assessment has been agreed to and planned in 2020 considering ITU’s total footprint. Critical and hard to fill positions will be identified and appropriate strategies developed to address staffing gaps, and 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. | ITU participates in the CEB HR Network Working Group on Performance Management and Development to streamline implementation of UN and ICSC recommendations. |
| 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
 |  |  | A Learning Advisory Board (LAB) has been established with the General Secretariat (GS), BR, TSB, BDT and Telecom representatives working with HRMD on decision making for learning funds allocations and learning priorities identification. 100% of core, technical and corporate learning programmes have been implemented and delivered in 2019, in line with the 2019 ITU Learning Plan and as a result of a Learning Needs Assessment (LNA) across ITU. Approximately 120 individual and group requests were accommodated across Bureaus and General Secretariat Departments in line with the 2019 learning needs assessment. 100% of the budget has been spent or allocated (50% for group trainings, 30% individual and 20% languages approx.). Implemented programmes were aligned to learning objectives and 100% compliant with ITU learning policy. The Core Learning Programmes organized were the ITU Management and Leadership Learning Programme (MLLP), the Artificial Intelligence (AI) Training in collaboration with ITU Academy, the Programme Management (PM) Corporate Certification Programme in collaboration with the Development Telecommunication Bureau (BDT) and the new online Language Programme Speexx available to all ITU staff as from January 2020. LinkedIn learning platform introduced.Interns has been given increased opportunities for internal training and online learning.  | The majority of ITU staff established at least one learning objective in compliance with SO 18/06.79% of learning activities for professionals and 21% of learning activities for General Services Category were submitted in 2020 and processed against the current learning policies in line with the 2020 learning needs assessment. Implemented programmes were aligned to learning objectives and 100% compliant with ITU learning policy. The core learning programmes organized were: Anti-Fraud Essential Training, Diversity and Inclusion Training, Emerge Programme, Empowering UN Gender Focal Points, Innovation Movement Proposal, Introduction to Change Management, Leadership Culture Assignments, Pre-Retirement Seminar, Project Management Certification.Additional new programmes included: a) ITU Mastering a new Normal Webinar Series: consisting of 9 expert webinars offering support to all ITU personnel in this new context of working from home (4.5/5 satisfaction average rating); b) (Mentoring Programmes (see 2.5); c) Mystery Coffee with more than 80 ITU personnel getting regularly matched with a random colleague to have an informal virtual coffee together. A Learning Newsletter streamlining the communication of new & upcoming learning initiatives has been launched. More than 80% of staff respondents find the newsletter helpful. |
| * + 1. Redesign the corporate budget through centralization of learning expenditures for in-service trainings across ITU also 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
 |  |  | The in-service training budget has been centralized and re-designed starting from 2020. HRMD calls for compliance and collaboration with all Bureaus and SG Departments by timely addressing all training requests to HRMD. Internal communication has been made on simplification of the approval flow, in line with the PMDS approval flow. Approximately, 45% of Staff from the Field Offices have followed in 2019 a corporate learning activity. The ration between in-service and corporate is 2:3.  | The 2020 ratio between number of Technical and Corporate learnings is 5:22. This figure does not include other learning means including “on-the-job” learnings, self-study etc. Approximately, 25 Staff of Staff from the Field Offices have followed in 2020 a corporate learning activity. |
| 2.5 | Staff orientation, induction, mentoring | * + 1. Launch a new On-Boarding and Exit Programme in ITU, including:
1. Develop and implement an Induction Learning Programme for newly recruited staff
2. Develop various induction and on-boarding documents in order to ease the transition for newcomers at ITU
3. 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
 |  |  | The first face-to-face ITU Induction Programme was held 2019 in ITU, including an Oath Ceremony. The first ITU Digital Induction was carried out on 4-8 May 2020 (approx. 70 participants). Since September 2019 until April 2020, eleven (11) regular HR, Security and Cyber Security induction sessions have been delivered to a total of 120 newly recruited staff, consultants and interns. An exit questionnaire has been developed to be launched in 2020 along with on-boarding and exit strategy.  | Since April 2020 remote working HR, Security and Cyber Security induction sessions were carried out remotely via Microsoft 365 Teams delivered to a total of 165 recruited staff, consultants (SSAs) and interns.A new on-boarding platform has been created, including checklists for managers and staff. New platform solutions, including the implementation of a learning management system were required particularly since the new context and remote working. The system will allow the integration of on-boarding and exit practices, particularly related to assessing Pillar II (engaged employees). Mentoring Strategy: (1) An ITU internal mentoring programme has been launched in Q3 2020. 92 ITU staff from all grades and levels have enrolled for the 6 months cycle. The programme entails an online platform with guidelines and e-courses, orientation webinars plus customized learning sessions for mentees and mentors, as well as other guided networking possibilities. The programme has been very well received among staff (4.5/5 satisfactory rating)(2) Collaboration with UN Secretariat on interagency Mentoring Programme (approximate 25 ITU colleagues) |
| * + 1. Streamline onboarding process
 | * Revised onboarding process for ITU workforce to reduce number of steps and workflow (correspondence, reference checks)
 | SASODR | 2021 |  | Ongoing project. |
| 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
 |  |  | See 2.1.3. An ITU Awards has been revamped as a result of a consultative approach (meetings held between HRMD and Bureaus and General Secretariat Departments. 2019-2020), taking into consideration ICSC framework on rewards schemes and the CEB best practices. It consists of 3 awards (Teamwork, Leadership and Innovation) and “a peer to peer to nomination” and an ITU Awards Panel. The new ITU policy will be established in the course of 2020, based on the results of the upcoming pilot.  | See 2.1.3. An Awards Ceremony is under preparation.  |
| **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
 | * Analysis is conducted with action plan established (% actions completed / year)
 |  |  | A restructuring exercise has been proposed and agreed to in order to create enhanced synergies and efficiencies. | The HR team prepared a comprehensive briefing for the new Chief HRMD. HRMD is prioritizing areas for business process reengineering. |
| * + 1. 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
 |  |  |  | A business processes review is planned for streamlining and simplification and better integration into the ERP environment. |  |
| 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
 |  |  | An SAP HR enhancement initiative collaboration between HRMD and ISD has been ongoing in order to rationalize the flows for data management, eliminate manual inputs, and enhance the salary payment functions.The development of a Leaning Management system is ongoing.A Call for tenders for a new e-recruitment system is being launched. | The implementation of the learning management system has kicked off in 2021, following completion of the required procurement process in 2020. Implementation includes HR ERP integrated solutions. Integrating the existing business processes into the ERP system for reducing manual processing and introducing more automation, with an objective of simplification, reduction of time processing, and reduction of risks. The ISD department has reported that all bugs (following ICSC changes and new rules) have been fixed, with the last ones to be deployed for April 2021 payroll. New functionalities have been deployed: New UNSMIS reports, automated generation of Letter of appointment and extension of the contract, Education grant HR modules. The Education Grant posting to the accounting module should be deployed before June 2021. The implementation of identified new functionalities continues Implementation of the UNJSPF Universal ID, New version of UNJSPF Yearly reports. New priority projects which were not on the list of 2020 have been launched (deadline end 2021): New ITU Recruitment Management System, Migration of the Experts' BDT management system to SAP-ERP. |
| **Pillar 4. Enabling work environment** |  |
| 4.1 | Healthy workplace | * + 1. Strengthening of the Medical Services
 | * Medical services fully operational
 |  |  | A part-time medical adviser and a medical assistant have been recruited. | A part-time medical adviser, a staff nurse an administrative medical assistant have been onboarded.The project of electronic medical records is ongoing, with memo signed by SG to piggyback on Earthmed, MOU is currently under revision by PROC and JUR services, IT implementation is planning (liaison between SG/IS and UN DHMOSH initiated).Worker’s health surveillance SO updating is in process.Medico-administrative processes reviewing is initiated.OSH management system implementation is initiated (JAC statement Feb 2020) |
| * + 1. Review harassment and abuse of authority policy. Report and provide updates on progress made with regard to sexual exploitation and abuse, and sexual harassment in the workplace (Zero-Tolerance Policy)
 | * 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)
* Develop and implement an ITU Mental Health Strategy
 |  |  | A first revision of the harassment and abuse of authority policy has been undertaken and will be completed in 2020.An ITU Mental Health Strategy for 2019-2023 for all staff, has been designed following the launch of the UN Mental Health Strategy by the Secretary General, led by the Staff Counsellor psychologist, and feeds into the larger framework of ITU’s People Strategy and Human Resources Strategic Plan 2020-2023, as well as recommendations of the High-Level Committee on Management. The first requiring a sound assessment, a process has been launched using a standardised questionnaire to tailor an effective roadmap responding to ITU’s workforce needs.  | A first revision of the harassment and abuse of authority policy has been undertaken and will be completed in 2021.New guidelines for the investigation of sexual harassment have been implemented by the UN System. ITU is reviewing them with a view to incorporating into its rules and guidelines. |
| * + 1. A functional Ethics Office and services in place
 |  |  |  | The Ethics office is fully staffed and operational. |  |
| 4.2 | Respectful and ethical workplace | * + 1. Ensure alignment between ITU’s family policies and contemporary family situations
 | * Reviewed and aligned existing ITU policies
 |  |  | In compliance with UNGA Resolution 71/243 and the Mutual Recognition Statement, the ITU is invited to align its policy on the definition of the family status. **See** [**Annex 2**](#Annex2) **to this document**. |  |
| 4.3 | Staff Surveys | * + 1. Conduct staff surveys and questionnaires to solicit feedback on staff health and wellbeing in order for managers to have useful insights when shaping priorities in the ongoing work to target future psychosocial and wellbeing strategies and interventions.
 | * Regular yearly staff surveys
 | HRMDStaff CounsellorStaff Council ISD | Yearly |  | Copenhagen Psychosocial Questionnaire (COPSOQ) January – April 2020, 281 participants (56% female), survey only in English.UN-System Covid-19 Wellbeing survey, (May-June 2020) 286 participants (57% female) available in English and French provided staff the opportunity to share their views of how they were experiencing and coping with the restrictions imposed during the COVID-19 pandemic. The survey questionnaire covered a number of questions related to well-being (including WHO-5 questionnaire). 5,539 people responded to the survey from 13 UN agencies.A qualitative analysis was shared with CoCo and MCG, and in an All Staff Meeting, for both the COPSOQ and the UN-System Covid-19 Wellbeing survey, as well as an All Staff Meeting comparing the two results, highlighting areas of concern with recommendations. |
| 4.4 | UNSMIS insurance | * + 1. Integration of the ITU population in UNSMIS
 |  | HRMD - SSBW & ISD - ERP | 2020 | Change of Health Insurance Provider - Integration of the ITU insured population to UNSMIS.This move was to integrate the insured population into a more long-term sustainable plan. The demographic and geographic location of the insured population of ITU did not enable the CMIP to be and remain a plan that could be sustainable in the long run without it costing a significant amount of money to the Union as well as the insured, HR in collaboration with the CMIP Management Committee carried this initiative. A study was carried out to see the insurance plans of the other international organizations, at the end UNSMIS was the one that closest aligned with the needs of ITU. This was approved by the JAC, the Staff Council, and the Elected Officials. In the course of 2019, an analysis was carried out by the Actuarial consultants, the merge was agreed on by ITU and UNOG; and in August 2019 the MoU was signed with UNOG, for ITU to be part of the United Nations Staff Mutual Insurance Society (UNSMIS) with a go-live date of 01.01.2020. The last quarter of 2019 as well as the first quarter of 2020 HR worked closely with ISD, and UNSMIS to carry out the migration of the population. The insured population comprising of a total of 2,987 insured persons was integrated to the UNSMIS successfully. All the insured persons were successfully added to the plan, no one was excluded. A change of this grandeur necessitated a tight communication plan which was implemented by HR. The last quarter of 2019, the HRMD organized four towns halls, three of which were in collaboration with UNSMIS. As well as this information was distributed to the insured population via email and postal mail for the retirees. 2020 is the finalization of the transition. This is well underway and will be completed by the end of the year. | This has been successfully implemented. The entire insured population was properly migrated to UNSMIS. The insured population comprising of a total of 2,987 insured persons was integrated to the UNSMIS successfully. All the insured persons were successfully added to the plan, no one was excluded.2020 saw the implantation of reporting systems between the ITU and UNOG. 2021 is seeing the implementation of systems to enable a proper checks and balance related to financial transactions as well as Master Data.Estimated to be completed by 2021. |

Annex 1

**Recruitment processes – reduction of the advertisement period**

1. The period of advertisement for positions identified for external recruitment on an international competitive basis is currently established in Staff Regulations applicable to appointed staff at 2 months. The experience gained over the last 10 years of use of an electronic e-recruitment system shows that most of the applications received for vacancy notices are submitted by applicants during the first two weeks of the advertisement period or the last week of that period.

2. In order to reduce the average time of recruitment, it is proposed to reduce the advertisement period from 2 months to one month.

3. To that effect, an amendment to the Staff Regulation concerned must be adopted by the Council, as Staff Regulations are falling under its authority.

4. The proposed amendment is the following:

|  |
| --- |
| **Regulation 4.8 Appointment of staff members** f) When vacancies are advertised, in accordance with the provisions of paragraph c) above, applications from outside may be submitted through an Administration, in principle within a minimum period of **~~two months~~ one month**; or directly to the Union on the understanding that the Secretary-General would in such cases normally consult with the Administrations of the nationals involved before making a final selection. |

The Council is therefore invited to **adopt** the following draft decision.

draft DECISION […]

Amendments to Staff Regulations
applicable to appointed Staff

The ITU Council,

in view of

No 63 of the Convention of the International Telecommunication Union and of Regulation 12.1 of Staff Regulations applicable to appointed staff;

having considered

the report submitted by the Secretary-General in [document C21/54](https://www.itu.int/md/S21-CL-C-0054/en) to the Council,

decides

to approve the amendments to the Staff Regulations applicable to appointed staff contained in Annex to this Decision.

**Annex to draft decision**

# STAFF REGULATIONS APPLICABLE TO APPOINTED STAFF

**Regulation 4.8 Appointment of staff members**

a) Appointment of staff members shall be made by the Secretary-General within the limits authorized by the Council. As regards the staff, of each Bureau, the Director concerned shall select the candidate to be appointed, but the final decision for appointment shall rest with the Secretary-General, who shall however report to the Council any case where his decision was at variance with the recommendation of the Director of the Bureau concerned.

b) The Secretary-General, with the agreement of the Director of the Bureau concerned, where applicable, may decide to fill any vacant post by transfer within the Union.

c) Selection for posts in grades P.1 and above shall be made on an international competitive basis; vacancies identified for external recruitment shall be advertised to the Administrations of all the Members States of the Union, to the United Nations and other specialized agencies and to the staff of the Union, indicating in detail the nature of the post to be filled, the qualifications required and the terms of appointment.

d) For vacancies at the Headquarters in grades G.1 to G.7, recruitment shall be on a competitive basis, from as near a place to Geneva as possible; where this is not possible, vacancies shall be advertised as in paragraph c) above, but recruitment shall be made having regard to its financial implications.

e) For all other duty stations, the Secretary-General shall establish a selection procedure, based on United Nations common system local conditions and practice.

f) When vacancies are advertised, in accordance with the provisions of paragraph c) above, applications from outside may be submitted through an Administration, in principle within a minimum period of **~~two months~~ one month**; or directly to the Union on the understanding that the Secretary-General would in such cases normally consult with the Administrations of the nationals involved before making a final selection.

ANNEX 2

**PERSONAL STATUS FOR THE PURPOSE OF ITU ENTITLEMENTS**

Each year officials are asked to submit a family status report form, providing current information relating to their spouse and children. They can apply for dependency benefits for the coming year in respect of any family members who are dependent on them for their support.

**Situation in the UN Common system**

1. At the United Nations, the recognition of domestic partnerships is governed by the Secretary-General’s Bulletin ST/SGB/2004/13/Rev.1 of 26 June 2014. It states that the personal status of staff members for the purpose of entitlements under the Staff Rules and Staff Regulations of the United Nations will be determined by reference to the law of the competent authority under which the personal status has been established.

2. The UN Secretariat, its Funds, Programmes and Commissions recognize domestic partnerships, as they fall under the purview of the UN Secretariat staff rules and regulations. All the UN specialized agencies have followed suit. ITU is the last remaining agency in the UN system that has not as yet followed the same protocol as identified in the UN Secretary-General’s Bulletin.

**Legal framework**

3. The Secretary-General, hereby promulgates the following:

* 1. The personal status of staff members for the purpose of entitlements under the Staff Regulations and Rules will be determined by reference to the law of the competent authority under which the personal status has been established.
	2. Staff members are responsible under Staff Regulations and Staff Rules for promptly notifying the Secretary-General in writing of any changes in their family situation or dependants’ status. Such notification of changes should be made in writing to the Chief, Human Resources Management Department. The dependency status is based on the information provided and subject to submission of satisfactory documentary evidence.

4. The Staff Regulations and Staff Rules need to be updated in order to align ITU’s Policies, Rules and Regulations with those of all other organizations of the United Nations Common System.

5. The statutory and regulatory provisions of ITU that are listed above include provisions from the Staff Regulations. This has two legal implications. The first is that, under No. 63[[1]](#footnote-1) of the Convention of the International Telecommunication Union[[2]](#footnote-2) and Staff Regulation 12.1,[[3]](#footnote-3) Staff Regulations can be amended only by the Council of the ITU. The second is that, pursuant to Staff Rule 12.1.2,[[4]](#footnote-4) Staff Rules may be supplemented or amended by the Secretary-General.

6. Any financial impact derived from the implementation of the above suggested alignment with United Nations Common System policies in this regard can, and will be, accommodated within the Union’s current biennial budget and financial plan 2020-2023.

**Proposal to be considered by the Council**

7. Based on the above, adopt the amendments in Annex of this Report, in order to align ITU’s policies in this regard with those of all other organizations of the United Nations Common System.

8. This is in compliance with Resolution 71/243 of the UN General Assembly, which calls for entities of the United Nations development system to “operate according to the principle of mutual recognition of best practices in terms of policies and procedures, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies”. In direct response to that resolution, the ITU Secretary-General as signed the Mutual Recognition Statement, has also done by 18 other executive heads, including UNESCO, WHO, UNHCR, UNICEF, UNDP, UNFPA, ILO and UNOPS.

9. Corresponding amendments will be made in the Staff Regulations by the Secretary-General to the other official languages of the Union, as well as to the Staff Rules applicable to Appointed Staff.

draft DECISION […]

Amendments to Staff Regulations
applicable to appointed Staff

The ITU Council,

in view of

No 63 of the Convention of the International Telecommunication Union and of Regulation 12.1 of Staff Regulations applicable to appointed staff;

having considered

the report submitted by the Secretary-General in [document C21/54](https://www.itu.int/md/S21-CL-C-0054/en) to the Council,

decides

1) to approve the amendments to the Staff Regulation applicable to appointed staff contained in Annex to this Decision; and

2) to instruct the Secretary-General to make corresponding amendments to the Staff Regulations in the other official languages of the Union.

**Annex to draft decision**

Staff Regulation 3.12 2) a):

The Staff member shall receive a spouse allowance for his/her dependent spouse. However, when ~~husband and wife~~ spouses have been legally separated, the Secretary-General shall decide, in each case, whether the allowance shall be paid.

Annex 3

**ADVANCEMENT WITHIN GRADE FOR PROFESSIONAL AND HIGHER CATEGORIES**

1. The periodicity of salary increments for the Senior Counsellor and Professional category of staff is currently established in Staff Regulation 3.4 applicable to appointed staff and is detailed as follows:

‘The periodicity of salary increments of the Senior Counsellor and Professional category staff shall be annual from:

− step 1 to step 7 at grades P1 to P5;

**− step 1 to step 5 at grade D1;**

− steps 1 and 2 at grade D2, and biennial thereafter.’

2. The periodicity for the D1 level in ITU is not aligned with the United Nations Common System of Salaries, Allowances and Benefits, as established by the International Civil Service Commission (ICSC), which state the following:

‘Salary increments: Within-grade increments are awarded on the basis of satisfactory service. For grades P1-P5 increments are granted annually up to step VII, and biennially thereafter. **For the D-1 level, increments are granted annually up to step IV** and every other year thereafter. At the D-2 level, all steps are granted biennially.’

In order to align with the ICSC and to simplify future amendments, it is proposed to remove this level of detail in the Staff Regulation and indicate the periodicity of salary increments through a service order.

3. To that effect, an amendment to the Staff Regulation concerned is put forward for adoption by the Council, as Staff Regulations fall under its authority.

4. The proposed amendment is the following:

|  |
| --- |
| **Regulation 3.4 Advancement within a grade**2. The periodicity of salary increments of the Senior Counsellor and Professional category staff shall be **~~annual from:~~****~~− step 1 to step 7 at grades P1 to P5;~~****~~− step 1 to step 5 at grade D1;~~****~~− steps 1 and 2 at grade D2, and biennial thereafter~~****determined by the Secretary-General in** **accordance with the standards promulgated by the International Civil Service Commission (ICSC).** |

The Council is therefore invited to **adopt** the following draft decision.

DRAFT DECISION […]

Amendments to Staff Regulations
applicable to appointed Staff

The ITU Council,

in view of

No 63 of the Convention of the International Telecommunication Union, the Staff Regulations applicable to appointed staff, and the United Nations Common System of Salaries, Allowances and Benefits established by the International Civil Service Commission (ICSC),

having considered

the report submitted by the Secretary-General in [document C21/54](https://www.itu.int/md/S21-CL-C-0054/en) to the Council,

decides

to approve the amendments to the Staff Regulations applicable to appointed staff contained in Annex to this Decision.

**Annex to draft decision**

# STAFF REGULATIONS APPLICABLE TO APPOINTED STAFF

**Regulation 3.4 Advancement within a grade**

1. Salary increments within the levels set forth in the scales shown in Annexes 3 and 4 to these Regulations shall be awarded to staff members on the basis of satisfactory service.

2. The periodicity of salary increments of the Senior Counsellor and Professional category staff shall be **~~annual from:~~**

**~~− step 1 to step 7 at grades P1 to P5;~~**

**~~− step 1 to step 5 at grade D1;~~**

**~~− steps 1 and 2 at grade D2, and biennial thereafter~~**

**determined by the Secretary-General in** **accordance with the standards promulgated by the International Civil Service Commission (ICSC).**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. The Council shall “1 *ter)* approve and revise the Staff Regulations and the Financial Regulations of the Union and any other regulations as it may consider necessary, taking account of current practice of the United Nations and of the specialized agencies applying the common system of pay, allowances and pensions”. [↑](#footnote-ref-1)
2. The Convention, together with the Constitution of the International Telecommunication Union, is one of the organization’s basic instruments. [↑](#footnote-ref-2)
3. Regulation 12.1 General provisions

“These Regulations may be supplemented or amended by the Council, without prejudice to any conditions of service quoted in the letters of appointment or contract of individual staff members and provided that, up to the date of amending the Regulations in force, there shall be no interference with the applications of the said Regulations to a staff member and that the amended Regulations shall have no retroactive effect.” [↑](#footnote-ref-3)
4. Rule 12.1.2 Amendment of and exceptions to Staff Rules

“a) These Rules may be supplemented or amended by the Secretary-General, without prejudice to any condition of service quoted in the letters of appointment or contract of individual staff members and provided that, up to the date of amending the Rules in force, there shall be no interference with the application of the said Rules to a staff member and that the amended Rules shall have no retroactive effect.

b) Exceptions to the Staff Rules may be made by the Secretary-General, provided that no exception is inconsistent with any Staff Regulation or other decision of the Council, and provided further that it is agreed to by the staff member directly affected and is, in the opinion of the Secretary-General, not prejudicial to the interests of the Union or of any other staff member or group of staff members.” [↑](#footnote-ref-4)