

## RESOLUTION 48 (REV. BUCHAREST, 2022)

### Human resources management and development

The Plenipotentiary Conference of the International Telecommunication Union (Bucharest, 2022),

*recognizing*

No. 154 of the ITU Constitution<sup>1</sup>, according to which ITU is required to recruit staff on the basis of the highest standards of efficiency, competence and integrity,

*recalling*

a) Article 2 of the Universal Declaration of Human Rights, adopted in United Nations General Assembly (UNGA) Resolution 217 A (III);

b) Decision 5 (Rev. Bucharest, 2022) of this conference, which determines the resources of the Union for 2024-2027 and specifies goals and objectives in regard to improving the efficiency of ITU's activities;

c) Resolution 70 (Rev. Bucharest 2022) of this conference, which resolves to accord high priority to the incorporation of gender policies in the management, staffing and operation of ITU;

d) the strategic plan for the Union, as described in Resolution 71 (Rev. Bucharest, 2022) of this conference, and the need for highly skilled and motivated staff to attain the goals and related targets contained therein;

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<sup>1</sup> No. 154 of the Constitution: "2. The paramount consideration in the recruitment of staff and in the determination of the conditions of service shall be the necessity of securing for the Union the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible."

e) Resolution 151 (Rev. Bucharest, 2022) of this conference, which resolves to instruct the Secretary-General and the Directors of the three Bureaux to continue to improve processes and methodologies associated with the full implementation of results-based management and results-based budgeting at the levels of processing and implementation,

*noting*

a) the various aspects and principles of ITU policy on planning, contracts, succession, human resources training and development, etc., including, *inter alia*, the Standards of Conduct for the International Civil Service established by the International Civil Service Commission (ICSC), the ITU Staff Regulations and Staff Rules and the ITU ethics policies, which have an impact on ITU staff;

b) the adoption of a number of resolutions since 1996 by UNGA, highlighting the need for strengthening transparency and gender balance throughout the United Nations system;

c) UNGA Resolution 70/1, on transforming our world: the 2030 Agenda for Sustainable Development, which affirmed a comprehensive, far-reaching and people-centred set of universal and transformative goals and targets;

d) UNGA Resolution 71/263, on human resources management, which highlights many essential aspects of a human resources management system and the fact that the overarching objectives of a performance-management system are to measure performance, reward good performance and address underperformance in a credible and effective manner;

e) UNGA Resolution 72/235, on human resources development, which stresses among other things that technological changes and breakthroughs are expanding at a rapid pace and impacting the world of work and that, in this regard, the development of human resources needs to keep pace and be supported by proactive strategies, investments and normative frameworks to address emerging issues relating to the future of work, education and training;

- f)* Resolution 25 (Rev. Bucharest, 2022) of this conference, on strengthening the regional presence, and specifically on the need for ongoing evaluation of the effectiveness and staffing requirements of regional and area offices within the concept of "One ITU";
- g)* ITU Council Resolution 1299 (last amended 2020), which approved a human resources strategic plan (HRSP);
- h)* Council Decision 517 (2004, last modified 2009), on strengthening the dialogue between the Secretary-General and the ITU Staff Council;
- i)* other Council decisions and resolutions relating to various aspects of human resources management;
- j)* the United Nations Secretary-General's report on special measures for protection from sexual exploitation and abuse and the zero-tolerance policy;
- k)* the recommendations relevant to human resources management in United Nations Joint Inspection Unit (JIU) Report 2016/1: Review of management and administration in ITU;
- l)* the recommendations in JIU Report 2019/4: Review of change management in United Nations system organizations;
- m)* that UNGA Resolution 71/243 urges the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda for Sustainable Development, including by building transformative and empowered leadership, repositioning staff capacities to respond to the cross-sectoral requirements of the 2030 Agenda, promoting inter-agency mobility and facilitating a mobile and flexible global workforce;
- n)* the recommendations in JIU Report 2020/2: Policies and platforms in support of learning: towards more coherence, coordination and convergence;
- o)* the United Nations Secretary-General's reports on various issues related to human resources within the organizations of the United Nations system,

*noting further*

- a) the findings of JIU Report 2018/4, on the review of whistle-blower policies and practices in United Nations system organizations, with respect to the Union;
- b) the need to optimize distribution of staff members at the regional level, by duty station and by category, in line with the substance of this resolution, in order to represent the entire Union and closely assist its membership;
- c) the recommendations contained in JIU reports relevant to human resources within the United Nations system,

*welcoming*

- a) the report of the United Nations Secretary-General on shifting the management paradigm in the United Nations (Document A/72/492), in which, *inter alia*, it is proposed to "streamline and simplify human resources rules, processes and procedures to ensure timely recruitment, deployment and staff development, with clear delegation of authority to managers, together with clear rules of accountability";
- b) the report of the United Nations Secretary-General on the review of progress in the implementation of management reform (Document A/75/201);
- c) the secretariat's initiatives to gather input from ITU staff on revenue generation, reducing expenditures and balancing the draft financial plan;
- d) the statements provided by the Staff Council, in providing and reflecting staff's views and concerns on matters related to the Union;
- e) the adoption of the ITU Accountability Framework, set up to further strengthen the accountability mechanisms within the organization,

*considering*

- a) the high value of the human resources of ITU and of the effective management of those resources for the fulfilment of its goals;

- b)* that ITU's human resources strategies should emphasize the importance of developing and maintaining a well-trained, diverse and geographically equitable staff, while recognizing budget constraints;
- c)* the value, both to the Union and to the staff, of developing those resources to the fullest extent possible through various human resources development activities, including in-service training and training activities in accordance with staffing levels;
- d)* the impact on the Union and its staff of the continuing evolution of activities in the field of telecommunications/information and communication technologies (ICTs) and the need for the Union and its human resources to adapt to this evolution through training and staff development;
- e)* the importance of human resources management and development in support of ITU's strategic orientations and goals;
- f)* the need to follow a recruitment policy appropriate to the requirements of the Union, including the redeployment of posts and recruitment of specialists both at the start of their career and with experience in other organizations;
- g)* the importance of ongoing strengthening of transparency in recruitment policy and selection processes to mitigate risks of inefficiency;
- h)* the need to achieve equitable geographical distribution of appointed staff of the Union;
- i)* the need to facilitate the recruitment and retention of more women in the Professional and higher categories, especially at the senior levels, in particular from developing countries<sup>2</sup>, and taking into consideration geographical representation;
- j)* the constant advances made in telecommunication and information and communication technology and operation and the corresponding need to recruit specialists of the highest standard of competence;
- k)* the importance of promoting gender mainstreaming and equal representation of women and men;

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<sup>2</sup> These include the least developed countries, small island developing states, landlocked developing countries and countries with economies in transition.

l) the report by the Secretary-General to the virtual consultation of councillors during the 2021 session of the Council on the digital transformation initiative (DT-I), in which it is stated that one of the goals of DT-I is to improve the efficiency of the internal business processes and management, streamline, and digitalize workflows and that DT-I should focus primarily on cultural and managerial changes during Phase 1;

m) that the implementation plan of the staff working conditions strategy for the interim period and beyond in the new ITU headquarters building is being prepared;

n) the United Nations System Leadership Framework approved by the High-Level Committee on Programmes and the High Level Committee on Management (HLCM), and endorsed by the United Nations System Chief Executives Board for Coordination in April 2017, reinforced by the five Senior Leadership Commitments for the Future of Work in the United Nations, approved by HLCM in March 2021 and developed to help prepare United Nations leaders to steer the transition of their organizations and workforce towards the future of work,

*resolves*

1 that the management and development of ITU's human resources should continue to be compatible with the mission, values, goals and activities of the Union and with the United Nations common system;

2 that ICSC recommendations approved by UNGA should continue to be implemented;

3 that within available financial resources, and to the extent practicable, vacancies should be filled through greater mobility of existing staff;

4 that internal mobility should, to the extent practicable, be coupled with training so that staff can be used where they are most needed;

5 that internal mobility should be applied, to the extent feasible, to cover needs when staff retire or leave ITU in order to reduce staffing levels without terminating contracts;

6 that, pursuant to *recognizing* above, staff in the Professional and higher categories shall continue to be recruited on an international basis and that posts identified for external recruitment shall be advertised as widely as possible and communicated to the administrations of all Member States of the Union and through the regional and area offices; however, reasonable promotion possibilities must continue to be offered to existing staff;

7 that, when filling vacant posts by international recruitment, in choosing between candidates who meet the qualification requirements for a post, preference shall be given to candidates from regions of the world which are under-represented in the staffing of the Union, taking into account the balance between female and male staff mandated by the United Nations common system;

8 that, when filling vacant posts by international recruitment and when no candidate fulfils all the qualification requirements, recruitment can take place at one grade below, on the understanding that the candidate will have to fulfil certain conditions before being given the full responsibilities of the post and promotion to the grade of the post;

9 that the recruitment policy and the selection processes should keep following the best practices of transparency, considering the importance of documentation, notifications, and feedback to candidates as practices to improve compliance and avoid bias and discrimination of any kind;

10 that, in accordance with the provisions of the Union's Gender Equality and Mainstreaming Policy, endorsed by the Council at its 2022 session, the various UNGA resolutions highlighting the need for gender balance throughout the United Nations system, as well as the United Nations System-wide Strategy on Gender Parity and the second generation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0), the Union must aim to become a model organization for gender equality and leverage the power of ICTs to empower both women and men;

11 that it is necessary to assess the impact of the decisions taken under this resolution to ensure that it is delivering the expected outputs, relevant to the implementation of the Union's mission, plans and programmes,

*instructs the Secretary-General*

- 1 to implement best-practice human resources management policies and practices to ensure ITU achieves its management goals, taking into account the United Nations Secretary-General's system-wide parity strategy and equitable geographical representation;
- 2 to prepare and implement, with the assistance of the Coordination Committee, and in collaboration with the regional offices, a four-year HRSP aligned with the ITU strategic and financial plans, that includes benchmarks, to respond to the needs of the Union, its membership and its staff;
- 3 to improve and implement transparent recruitment policies and procedures designed to facilitate equitable geographical and gender representation among appointed staff;
- 4 to recruit, as appropriate within the available financial resources, and taking into account geographical distribution and balance between female and male staff, specialists who are starting their careers at the P.1/P.2 level;
- 5 with a view to further training in order to enhance professional competence in the Union, based on consultations with staff members, as appropriate, to examine and report to the Council how a programme of training for both managers and their staff could be implemented within available financial resources throughout the Union;
- 6 to continue to submit to the Council annual reports on the implementation of the HRSP, including issues relating to relations between management and staff, and to provide to the Council, electronically where possible, statistics related to the HRSP, and on other measures adopted in pursuance of this resolution;
- 7 as required under the United Nations Secretary-General's report on special measures for protection from sexual exploitation and abuse, to report and provide updates to the Council on progress made with regard to sexual exploitation and abuse and sexual harassment in the workplace, as appropriate;
- 8 to address the findings of JIU Report 2018/4, on the review of whistle-blower policies and practices in United Nations system organizations, with respect to the Union, and report to the Council on actions taken;

9 to provide mechanisms and measures that promote implementation within ITU of the United Nations System Leadership Framework, including the five Senior Leadership Commitments for the Future of Work in the United Nations;

10 to review human resources capacities in the regional and area offices with a view to strengthening their presence, taking into consideration staff mobility policy and the characteristics and needs of each ITU region;

11 to update internal recruitment guidelines and procedures to facilitate the recruitment of women at ITU, and align with United Nations system best practices, including, but not limited to, those stated in *resolves* 10 above,

*instructs the ITU Council*

1 to examine and approve the four-year HRSP drawn up in accordance with *instructs the Secretary-General*, and consider annual reports on the implementation of the HRSP and of this resolution, and decide on the measures needed, taking into account the recommendations of the ITU oversight bodies and the proposals of the Staff Council;

2 to ensure that the necessary staff and financial resources are made available for addressing issues related to human resources management and development in ITU as they emerge, within approved budget levels;

3 to allocate the appropriate resources for in-service training in accordance with an established programme, representing, to the extent practicable, a target of 3 per cent of the budget allocated to staff costs;

4 to follow with the greatest attention the question of recruitment and to adopt, within existing resources and consistent with the United Nations common system, the measures it deems necessary to secure an adequate number of qualified candidates for Union posts, particularly taking account of *considering b), c), g) and i)* above;

5 to develop a framework on matters for reporting to the Council on staff issues, including staff in regional and area offices, and recruitment issues.

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*(Kyoto, 1994) – (Rev. Minneapolis, 1998) – (Rev. Marrakesh, 2002) –  
(Rev. Antalya, 2006) – (Rev. Guadalajara, 2010) – (Rev. Busan, 2014) – (Rev. Dubai,  
2018) – (Rev. Bucharest, 2022)*

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