RESOLUTION 48 (REV. DUBAI, 2018)

Human resources management and development

The Plenipotentiary Conference of the International Telecommunication Union (Dubai, 2018),

recognizing

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

recalling

a)   Resolution 70 (Rev. Dubai, 2018) of this conference, on mainstreaming a gender perspective in ITU and promotion of gender equality and the empowerment of women through telecommunications/information and communication technologies (ICTs), which resolves to accord high priority to the incorporation of gender policies in the management, staffing and operation of ITU;

b)   the strategic plan for the Union as described in Resolution 71 (Rev. Dubai, 2018) of this conference, and the need for highly skilled and motivated staff to attain the goals contained therein;

c)   Resolution 151 (Rev. Dubai, 2018) of this conference, which instructs the Secretary-General to continue to improve methodologies associated with results-based management (RBM) and results-based budgeting (RBB), at the levels of planning and implementation;

d)   Decision 5 (Rev. Dubai, 2018) of this conference, which indicates the resource limitations for the period 2020-2023 and specifies goals and objectives in regard to improving the efficiency of ITU activities;

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[1] 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)   the request by the United Nations Chief Executives Board for all United Nations specialized agencies to prepare their gender parity strategy in order to implement the United Nations system-wide parity strategy launched by the United Nations Secretary-General in September 2017,

noting

a)   the various policies[2] which have an impact on the ITU staff 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;

b)   the adoption of a number of resolutions since 1996 by the United Nations General Assembly (UNGA), highlighting the need for gender balance throughout the United Nations system;

c)   that gender equality is not simply a basic human right but a prerequisite for achieving peace, prosperity and sustainable development (Sustainable Development Goal SDG 5: Achieve gender equality and empower all women and girls);

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

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;

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[2] Such as contractual policy, succession planning, human resources training and development, etc.

f) UNGA Resolution 72/234, on women in development, which recalls the commitment to promote gender equality and the empowerment of women and girls including through the SDGs;

g) Resolution 25 (Rev. Dubai, 2018) of this conference, on strengthening the regional presence, and specifically on the importance of the role played by the regional offices in disseminating information on ITU's activities to its Member States and Sector Members, and that there is a need for ongoing evaluation of the staffing requirement for regional and area offices;

h) ITU Council Resolution 1299 (2008), which instructed the Secretary-General to prepare, in collaboration with the ITU Staff Council, a comprehensive human resources strategic plan (HRSP);

i) Council Resolution 1106 (1996, last modified 2001), on implementation of the recommendations of the Tripartite Consultative Group on human resources management, which reflects issues relating to incentive payments and staff promotion;

j) Council Decision 517 (2004, last modified 2009), on strengthening the dialogue between the Secretary-General and the ITU Staff Council;

k) other Council decisions and resolutions relating to various aspects of human resources management;

l) the United Nations System-Wide Action Plan 2.0 on gender equality and the empowerment of women (UN-SWAP);

m) the United Nations Secretary-General's report on special measures for protection from sexual exploitation and abuse and the zero-tolerance policy;

n) the recommendations relevant to human resources management in the report of the United Nations Joint Inspection Unit (JIU) on review of management and administration in ITU, published in 2016,

noting with concern

the findings of the JIU report entitled "Review of Whistle-Blower Policies and Practices in United Nations System Organizations" with respect to the Union,

welcoming

a) the report of the United Nations Secretary-General on shifting the management paradigm in the United Nations (Document A/72/492), specifically the section on simplifying human resources management, as well its Addendum 2 entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability";

b) UNGA Resolution 72/266B on shifting the management paradigm in the United Nations,

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 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 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 need to achieve equitable geographical distribution of appointed staff of the Union;

h) the need to facilitate the recruitment of more women in the Professional and higher categories, especially at the senior levels;

i) the need for ITU to improve its strategic outreach so that more women apply for ITU vacancies, especially from developing countries[3];

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,

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 the 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;

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[3] These include the least developed countries, small island developing states, landlocked developing countries and countries with economies in transition.

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 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   to assess the impact of the decisions taken under this resolution to ensure that it is delivering the expected outputs,

instructs the Secretary-General

1   to implement best-practice human resources policies and practices to ensure ITU achieves its management goals, taking into account the United Nations Secretary-General's system-wide parity strategy as well as the matters outlined in Annex 1 to this resolution;

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 recruitment policies and procedures designed to facilitate equitable geographical and gender representation among appointed staff (see Annex 2 to this resolution);

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 the 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 the JIU report entitled "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,

instructs the ITU Council

1   to examine and approve the four-year HRSP drawn up in accordance with *instructs the Secretary-General* 2, and consider annual reports on the implementation of the HRSP and of this resolution, and decide on the measures needed;

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)* and *h)* above.

ANNEX 1 TO RESOLUTION 48 (REV. DUBAI, 2018)

Matters for reporting to the Council on staff issues, including staff in regional and area offices, and recruitment issues

– Alignment between the Union's strategic priorities and staff functions and posts

– Staff career and staff promotion policy

– Contracts policy

– Compliance with United Nations common system policies/recommendations

– Use of best practices

– Staff recruitment processes and openness

– Balance between external and internal recruitment

– Employment of persons with disabilities, including services and facilities for staff with disabilities

– Voluntary separation and early-retirement programmes

– Succession planning

– Short-term posts

– General characteristics of implementation of a human resources development plan indicating outcomes of work designed to "ensure effective and efficient use of human, financial and capital resources, as well as a safe and secure working environment that is conducive to work"

– Total staff development spend, including a breakdown by specific items of the development plan

– Analysis of the consistency of ITU's compensation package with the United Nations common system, with a view to examining all elements of staff compensation together with other human resources elements, in order to seek ways of reducing the burden on the budget

-   Improvements to human resources services
-   Performance evaluation and appraisals
-   Staff in regional and area offices
-   In-service training (with interruption of duties)
-   External training (with interruption of duties)
-   Geographical representation
-   Gender balance
-   Staff breakdown by age
-   Social protection of staff
-   Flexibility of working conditions
-   Relationship between management and staff
-   Workplace diversity
-   Use of modern management tools
-   Ensuring occupational safety
-   Staff morale and measures to improve it
-   Reflecting the views of all staff on various aspects of work and relations in the organization using surveys and questionnaires (as required) to collect data
-   Conclusions and proposals based on the identification and analysis of strengths and weaknesses (risks) in regard to staff development in the Union and proposed modifications to the Staff Regulations and Staff Rules
-   Measures related to facilitating the recruitment of women, as outlined in Annex 2 to this resolution
-   Assessing the impact of implementation of this resolution.

ANNEX 2 TO RESOLUTION 48 (REV. DUBAI, 2018)

Facilitating the recruitment of women at ITU

1   ITU should advertise vacancy notices as widely as possible to encourage employment applications from women.

2   ITU Member States are encouraged to put forward female candidates.

3   Vacancy notices should encourage the submission of applications from women.

4   ITU recruitment procedures should be amended to ensure that, if the number of applications so allows, at every screening level, 50 per cent of all candidates moving forward to the next level are women.

5   In grade levels where gender balance targets are not met, the hiring manager shall prepare a memo justifying the proposal of a candidate that does not improve ITU's gender representation, also taking into consideration geographical distribution.

6   Conditions should be created for advanced training and career development for women at work and outside work.