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## Item 5 of the provisional agenda

### **REPORT BY THE DIRECTOR-GENERAL ON THE FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS**

#### **PART IV**

#### **PERIODIC PROGRESS REVIEW OF THE HUMAN RESOURCES MANAGEMENT STRATEGY AND ACTION PLAN (2011-2016)**

#### **ADDENDUM 3**

#### **COMMENTS BY THE UNESCO STAFF UNION (STU)**

Pursuant to Item 9.2.E of the UNESCO Administrative Manual, the UNESCO Staff Union (STU) submits its comments on this report by the Director-General.

1. STU takes note of this progress report by the Director-General. While financial constraints may indeed lead to slower or deferred implementation of the strategy, as noted in paragraph 2 of Part IV of this document, STU points out that some deferrals reflect priority choices that are not in the interests of staff or of the Organization.
2. Furthermore, the Organization's financial crisis may not be used at all to justify the lack of progress on the implementation of staff management measures that have no financial implications, or to justify the continuing and unacceptable failure to comply with human resources regulations and policies, owing to a complete lack of control and transparency in their application and the decentralization of human resources management to the sectors, services and field offices, both of which, in practice, facilitate circumvention of the rules.
3. STU is concerned that career assessment, planning and organization and performance management are not given absolute priority in these times of financial crisis.
4. In regard to objective 1 (improving the delivery capacity of UNESCO), expected result 2 of the action plan "Efficient, rapid, cost-effective and transparent recruitment process", STU fails to see how transparency in the recruitment process and in monitoring violations of established rules and procedures would be improved under that system, since recruitment is always carried out in a decentralized manner by the various sectors and services of the

Organization. Nor does STU see how transparency can be ensured in the recruitment process if vacancy notices for PA posts are not published on UNESCO's employment website, as are other vacancy notices. Failure to publish these notices is an obstacle to competitive recruitment and to equal access for applicants from all regions to such posts.

5. As to expected result 3 (enhanced quantity and quality of training offer), STU is concerned that no training activities are to be conducted before 2014-2015. In these times of crisis, in which redeployed staff members may require training, priority should be given to staff members so redeployed.

6. Expected result 4 (motivated workforce) and expected result 6 (stimulating work environment): in regard to skills assessment, STU is now more concerned than ever that the tool will not be operational until 2014 for, in the current crisis, which may lead to staff being redeployed to posts and duties in which they can be most useful to the Organization, an effective skills assessment mechanism must be put in place as soon as possible. How can staff be redeployed if their skills cannot be assessed thoroughly before the tool is introduced as scheduled in 2014?

7. How can an overall strategy be accepted if it does not include a plan to draw up an inventory of available human resources before committing any expenditure, which can be costly, in order to find skills which UNESCO does possess internally but has not yet inventoried and thus cannot identify, exploit, maintain or enhance.

8. STU deplores, moreover, all non-rational use of permanent staff. It is unacceptable to STU that any of the daily professional duties of permanent staff members, recruited on the basis of their high level of skills and experience following a rigorous recruitment process, should be carried out instead by contractors, whatever their skills, which in any case incurs pointless expenditure that is detrimental to programme execution.

9. Expected result 5 (enhanced geographical mobility): STU is involved in the introduction of the new mobility policy. When it will be in place, STU will make the same demands as in the past – namely, that managers' decisions be transparent, consistent with the existing rules and, above all, effectively monitored by HRM.

10. Expected result 7 (improved quality of management and enhanced performance at managerial level): in view of the constant rise in mistreatment and abusive behaviour by certain managers, the 90°, 180° and 360° performance evaluation systems should be used to assess the performance of those who supervise staff and take decisions on behalf of the Organization. In that connection, STU deplores the suspension of management training and the postponement of the implementation of 180° feedback.

11. Expected result 8 (enhanced accountability, compliance and trust) and expected result 9 (core values and Standards of Conduct promoted): STU regrets that despite the introduction of mechanisms for reporting harassment and other forms of abuse, these problems persist and that the staff's confidence in those mechanisms has been seriously impaired as a result of their failure to produce effective results.

12. As to expected result 11 (geographically balanced workforce), although there has been a rise in the number of Member States represented within range, no indication has been given of the change in percentage of staff recruited from non-, under- and over-represented countries. STU is therefore still concerned about the persistent imbalance in the geographical distribution of staff and by functional level, in particular at the Director and higher levels in which Group I is predominant.

13. In regard to objective 3 (implement an effective HR planning), STU deplores the lack of succession planning for key posts and of a genuine knowledge transfer mechanism, which poses a serious threat to the Organization's institutional memory.

14. STU believes that performance management, evaluation, planning and the organization of professional career paths are a major priority and that, as they had initially been scheduled for the first quarter of 2013, they must now be initiated urgently and, above all, before the introduction of the new mobility policy or any restructuring or redeployment exercise.

15. STU therefore calls on the Director-General of UNESCO and on HRM in particular to establish a rigorous control mechanism to monitor all forms of abuse and effectively introduce without delay mechanisms that are crucial to effective and rational use of permanent staff.