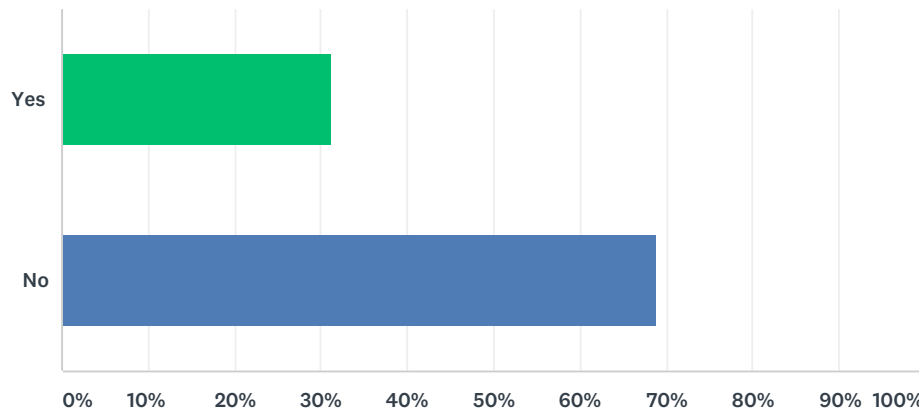




STU Survey on the 2019 Geographical Mobility Exercise

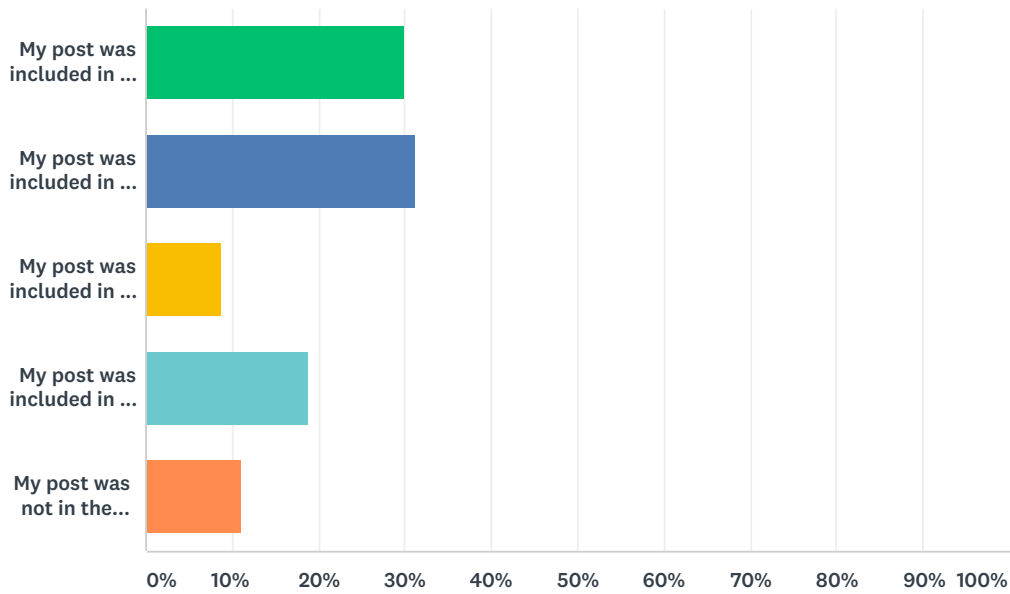
Results as of 4 October 2019

Q1 Have you been involved in the Geographical Mobility Exercise this year?



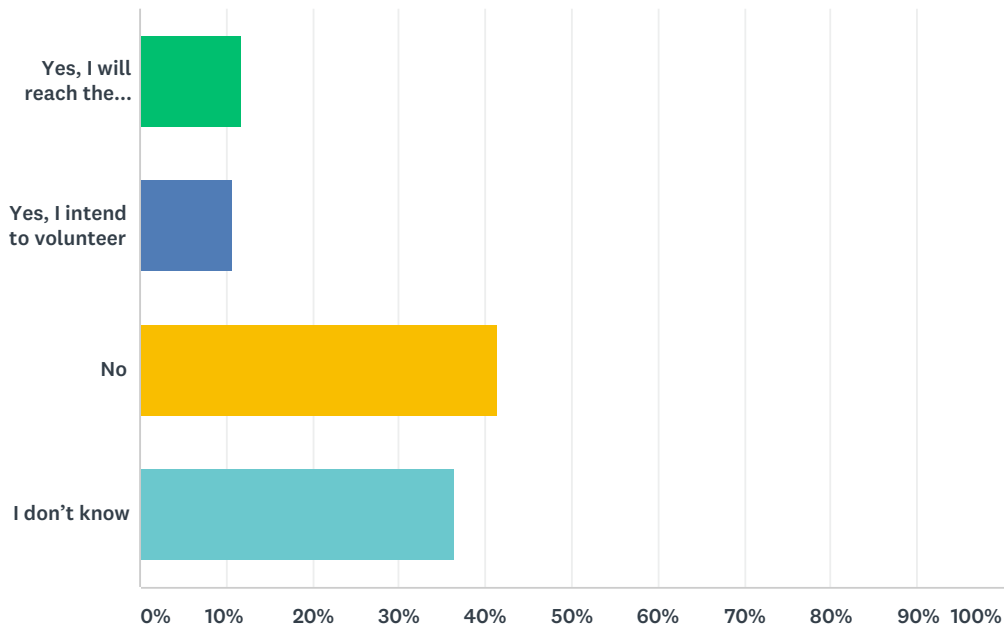
ANSWER CHOICES	RESPONSES	
Yes	31.19%	97
No	68.81%	214
TOTAL		311

Q2 If yes, please choose the applicable option:



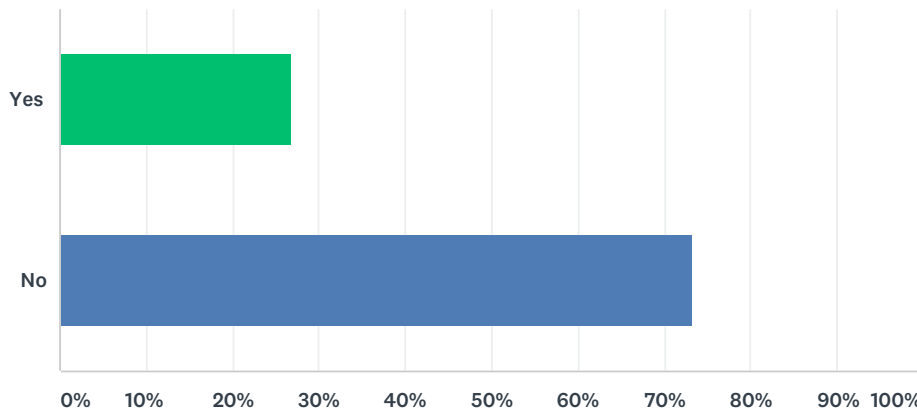
ANSWER CHOICES	RESPONSES	
My post was included in the pool for mobility	30.00%	27
My post was included in the initial pool for mobility but I obtained a derogation	31.11%	28
My post was included in the initial pool and my request for derogation has been refused	8.89%	8
My post was included in the initial pool for mobility but an operational deferment has been approved	18.89%	17
My post was not in the initial pool but I requested mobility on a voluntary basis	11.11%	10
TOTAL		90

Q3 If no, will you be involved in the next exercise?



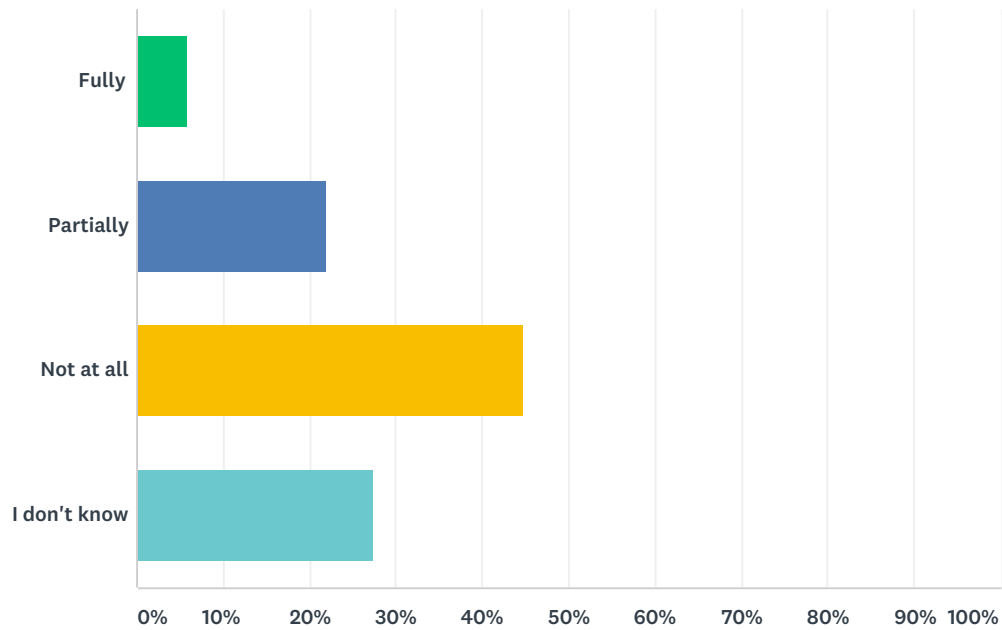
ANSWER CHOICES	RESPONSES	
Yes, I will reach the standard duration of assignment (SDA)	11.62%	23
Yes, I intend to volunteer	10.61%	21
No	41.41%	82
I don't know	36.36%	72
TOTAL		198

Q4 Have you moved to a new post as a result of the Geographical Mobility exercise this year?



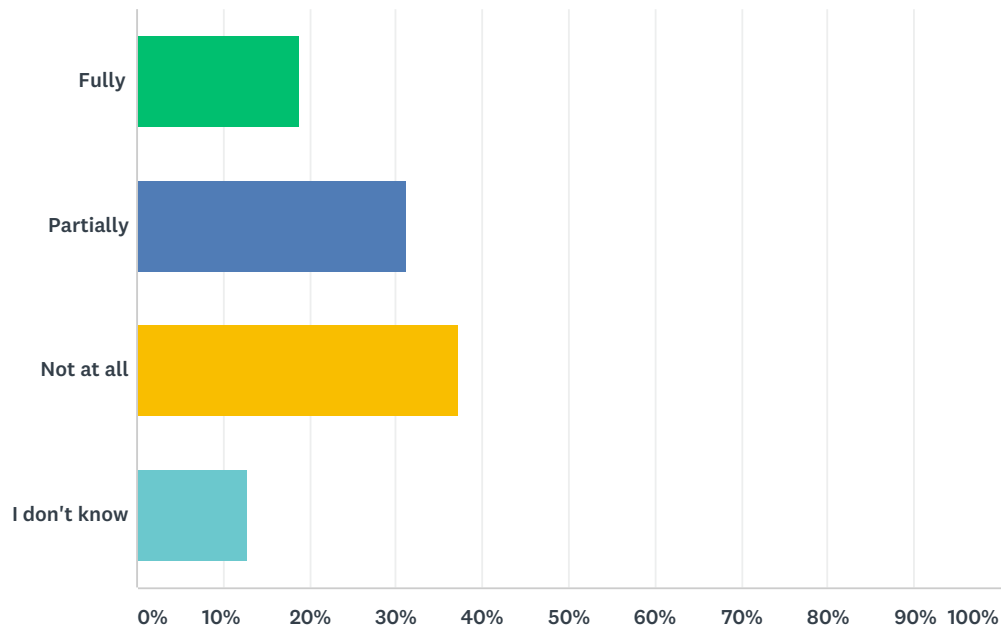
ANSWER CHOICES	RESPONSES	
Yes	26.83%	22
No	73.17%	60
TOTAL		82

Q5 Did the Geographical Mobility Exercise put in place this year meet your expectations?



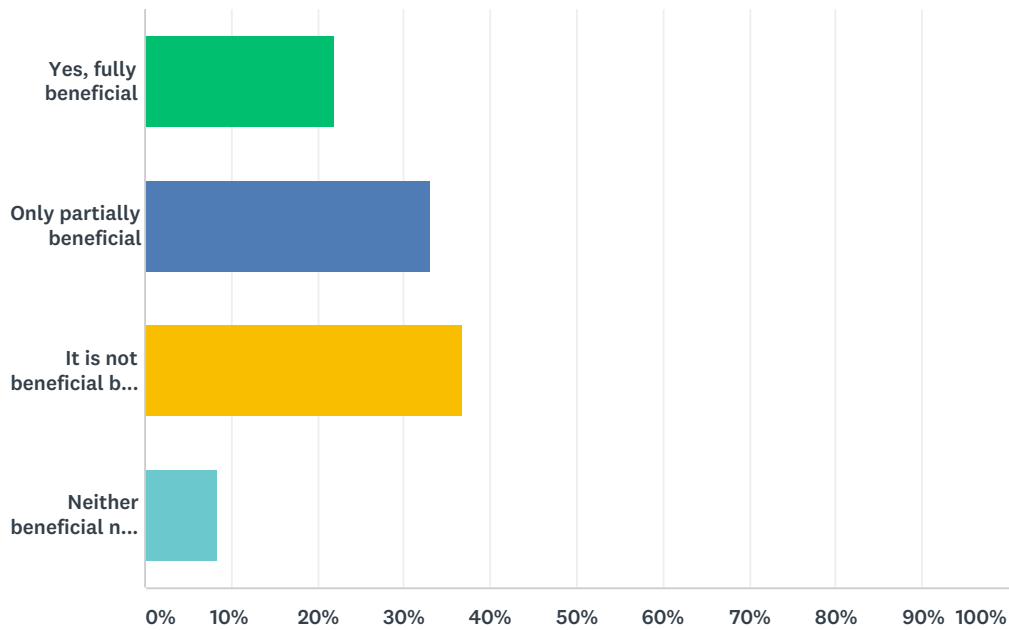
ANSWER CHOICES	RESPONSES	
Fully	5.79%	15
Partially	22.01%	57
Not at all	44.79%	116
I don't know	27.41%	71
TOTAL		259

Q6 Do you think that the Geographical Mobility Exercise conducted this year is beneficial for the staff's career development?



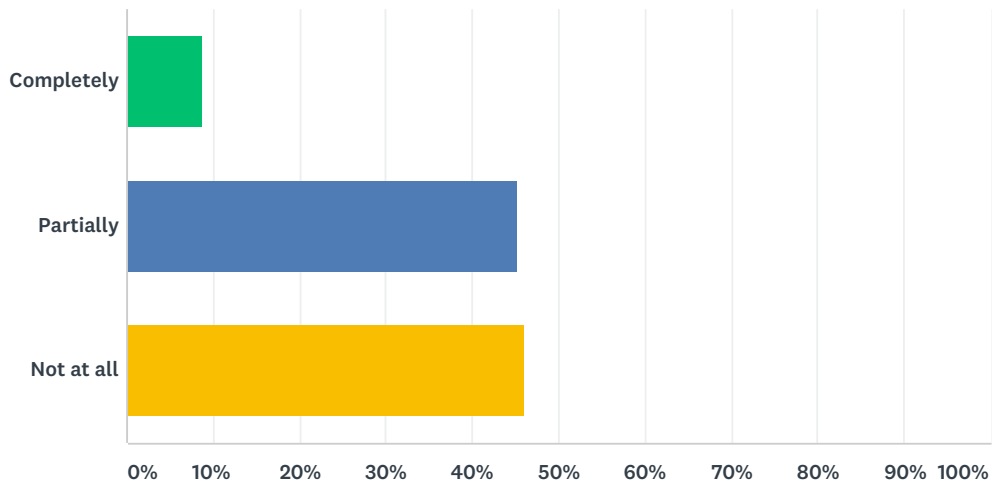
ANSWER CHOICES	RESPONSES	
Fully	18.80%	47
Partially	31.20%	78
Not at all	37.20%	93
I don't know	12.80%	32
TOTAL		250

Q7 Do you think that the Geographical Mobility Exercise conducted this year is beneficial for the Organization?



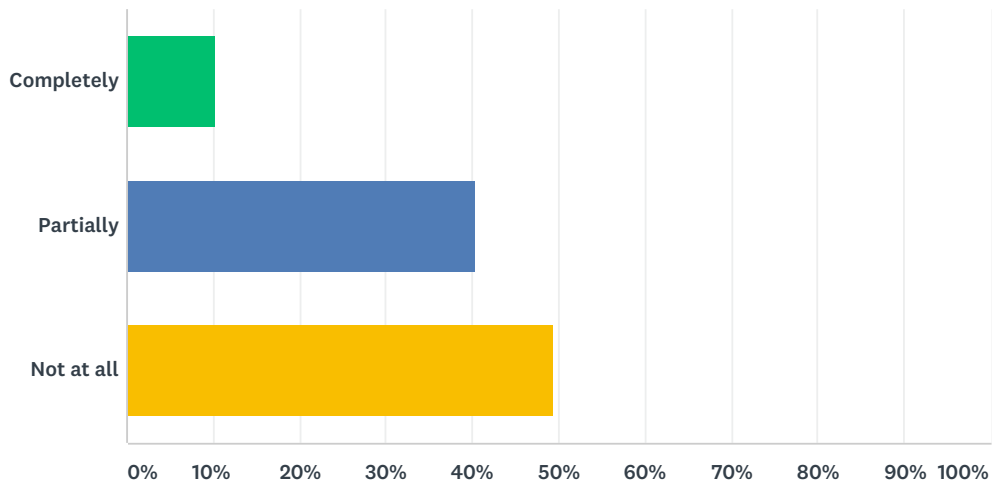
ANSWER CHOICES	RESPONSES	
Yes, fully beneficial	21.90%	53
Only partially beneficial	33.06%	80
It is not beneficial but rather detrimental	36.78%	89
Neither beneficial nor detrimental, it does not make a difference	8.26%	20
TOTAL		242

Q8 Do you think that the Administration handled the mobility exercise in a fair and transparent manner?



ANSWER CHOICES	RESPONSES	
Completely	8.70%	20
Partially	45.22%	104
Not at all	46.09%	106
TOTAL		230

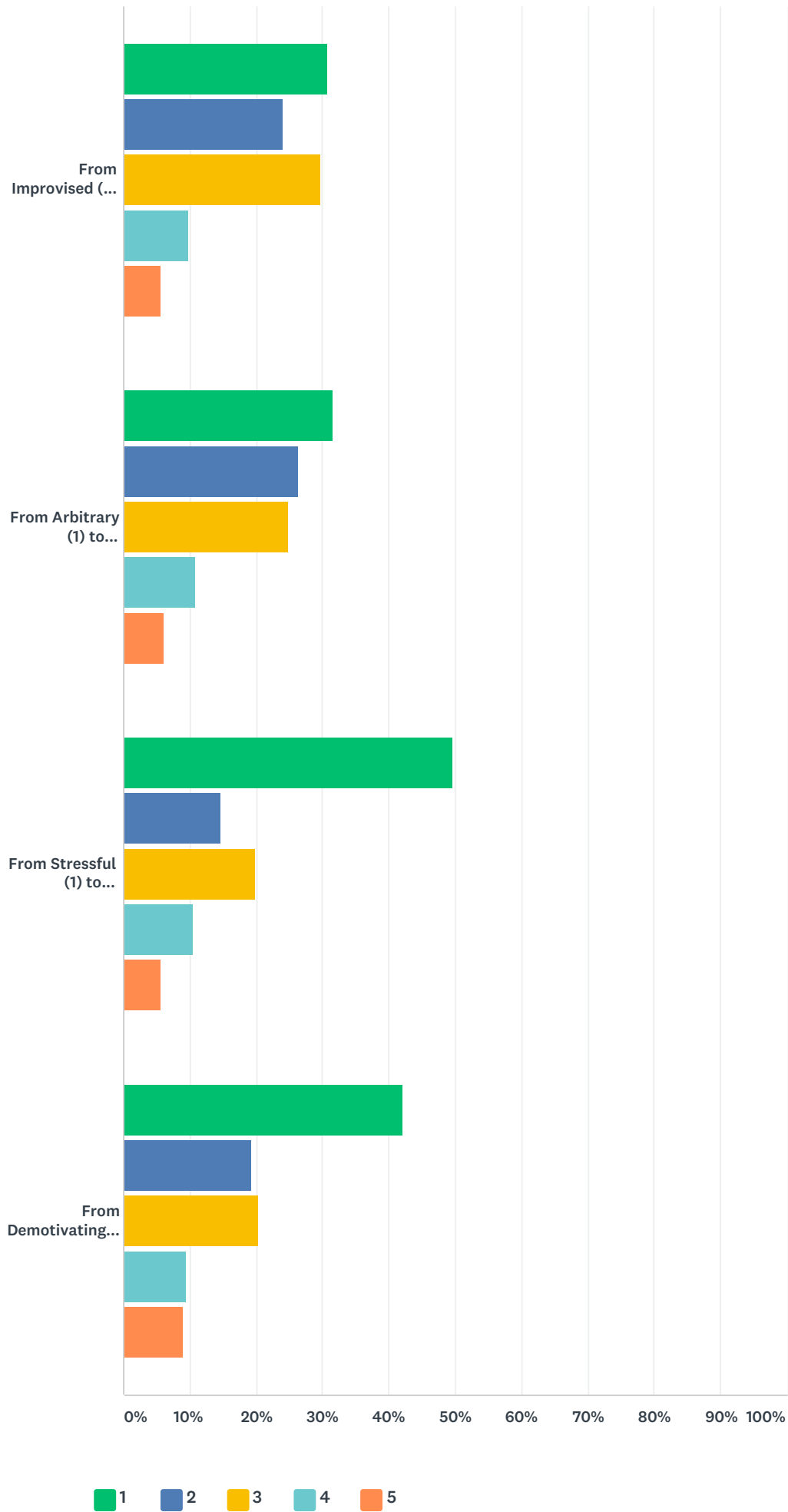
Q9 Do you think that the criteria used for the Geographical Mobility Exercise were clear and consistently applied across the Organization?



ANSWER CHOICES	RESPONSES	
Completely	10.22%	23
Partially	40.44%	91
Not at all	49.33%	111
TOTAL		225

Q10 From a 1 to 5 scale, how would you rate the mobility mechanism put in place this year at UNESCO?

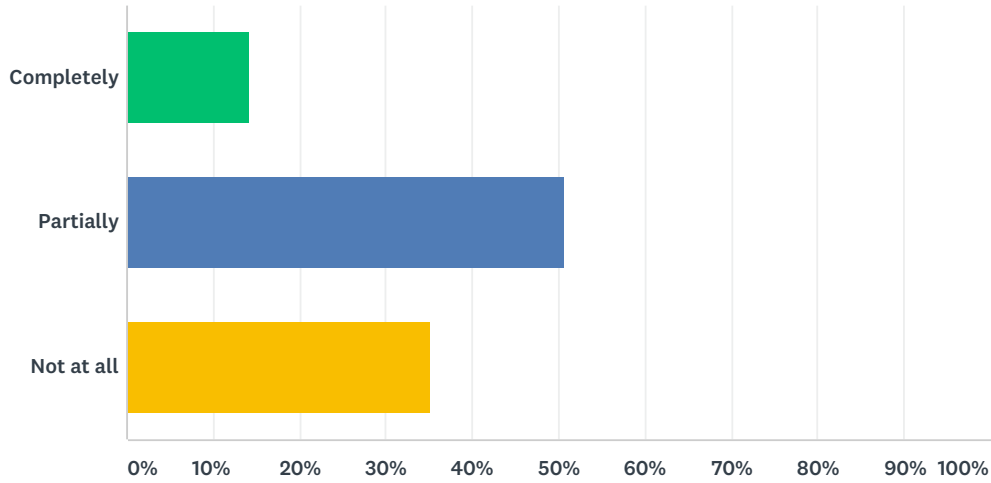
STU Survey on the 2019 Geographical Mobility Exercise



STU Survey on the 2019 Geographical Mobility Exercise

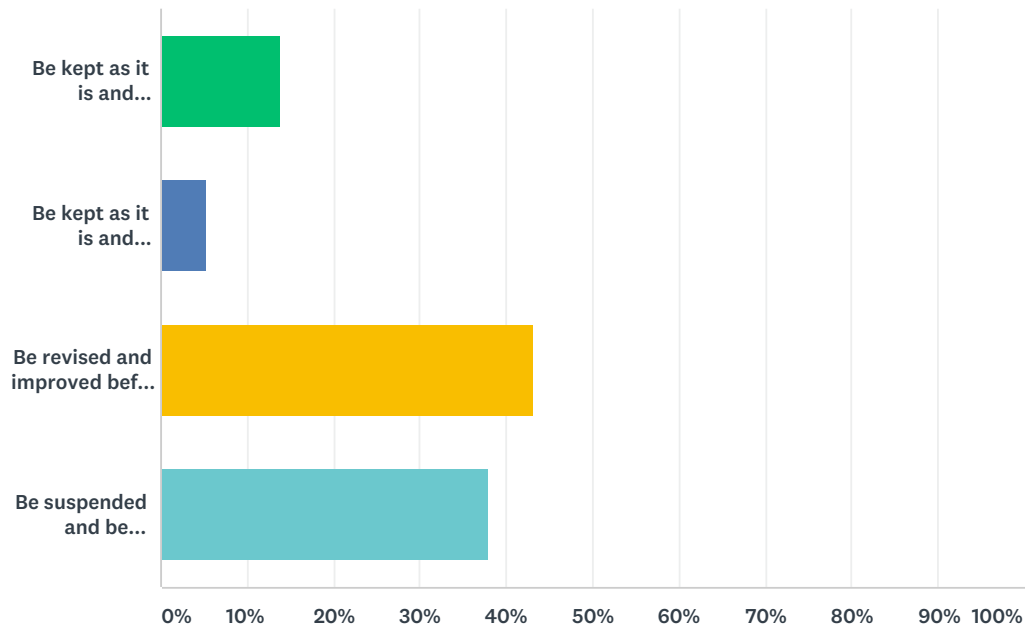
	1	2	3	4	5	TOTAL
From Improvised (1) to Well-managed (5)	30.66% 65	24.06% 51	29.72% 63	9.91% 21	5.66% 12	212
From Arbitrary (1) to Methodic/Systematic (5)	31.60% 67	26.42% 56	25.00% 53	10.85% 23	6.13% 13	212
From Stressful (1) to Reassuring (5)	49.53% 105	14.62% 31	19.81% 42	10.38% 22	5.66% 12	212
From Demotivating (1) to Motivating (5)	41.98% 89	19.34% 41	20.28% 43	9.43% 20	8.96% 19	212

Q11 Do you think the Administration provided sufficient and clear information and guidance throughout this Mobility exercise (functioning, criteria, personnel rights)?



ANSWER CHOICES	RESPONSES	
Completely	14.22%	30
Partially	50.71%	107
Not at all	35.07%	74
TOTAL		211

Q12 Regarding the next Geographical Mobility Exercise, it should:



ANSWER CHOICES	RESPONSES	
Be kept as it is and implemented on an annual basis.	13.88%	29
Be kept as it is and implemented on a bi-annual basis.	5.26%	11
Be revised and improved before launching a second cycle.	43.06%	90
Be suspended and be evaluated before launching a second cycle.	37.80%	79
TOTAL		209

Q13 Please provide any other comments, including suggestions on how to improve geographical mobility at UNESCO (optional).

#	RESPONSES	DATE
1	The mobility exercise this year was rather characterized by entire opacity, total absence of transparency, inequity, inequality, arbitrary decisions at the discretion of ADGs and supervisions who in most case acted on the basis on personal considerations, injustice and discrimination. This exercise should be suspended for evaluation including the assessment of impacts on the morale of staff involved and in full consultations with the staff associations and regular town hall meetings.	10/4/2019 7:56 PM
2	More info on implications of any move - e.g. implications for those who would leave family at home / need to maintain home while renting a second place to live likely in another county / relocation allowances, etc etc.	10/4/2019 1:35 PM
3	It should be based on voluntary participation for at least 3-4 years, to function as a pilot exercise first...And other criteria than the number of years in the duty station should be applied. And geographical mobility cannot be seen as career advancement steps...	10/4/2019 11:30 AM
4	In question 11, there should be another option, keep it annually and evaluate asap as not to further damage other staff in the need of or wanting to move in a transfer	10/4/2019 10:57 AM
5	The previous question had leading options but 8 just had to choose 1 though my response was not included. I think that mobility should be twice a year or in 6 to 9 months upon nearing expiry of the SDA as with other UN. We should rather not reinvent the wheel in terms of process, but align to other successful UN models for rotation in the spirit of BOS. The once a year mobility put unnecessary pressure on all including us and HQ HR and an assumption that everyone can and will move at the same time which is not feasible. I know that this has created staffing gaps as it was not convenient for all.	10/4/2019 3:51 AM
6	Did you approach the concerned staff members to encourage them and guide them individually?	10/3/2019 8:50 PM
7	For those having being included in the mobility pool and not matched to a post, it will be an annual nightmare. Why there's no prevision to restart the SDA or to have a pause if the organisation cannot find a match to my position after, let's say, two consecutive exercises? Otherwise it would be unfair, stressful, detrimental to my health and very negative to the organization. Thank you STU to give me the opportunity to express my opinion. Good job	10/3/2019 6:28 PM
8	International Staff at field offices should have more information and participation in decisions made at headquarters that will affect their professional practice. Staff from headquarters (especially those serving there for many years) should be subject to the same mobility regime than those in field offices.	10/3/2019 5:25 PM
9	The exercise should first be voluntary, and careful consideration of current staff eligible for promotion should be made	10/3/2019 3:20 PM
10	This questionnaire is so full of loaded terms and phrases, the STU is doing a discredit to itself to distribut this survey. Try not to be so negative and confrontational, and you'll likely obtain better results.	10/3/2019 2:44 PM
11	In-grade step increaments should be awarded to those affected by mobility as an incentive and recognition of their efforts to develop their career.	10/3/2019 2:22 PM
12	Address conditions in the field even without this exercise. Admin and the STU are only interested in challenges we face when colleagues from HQ may be forced to leave HQ. Everything in this exercise was about HQ staff and their well-being and what they would lose if going to the field. But we work there and no one cares.	10/3/2019 2:21 PM
13	Forced mobility is just intimidation and harassment. Gender issues regarding single parent families have to be taken into consideration for any semblance of intellectual integrity of the Organization which states that 'gender is a priority'. Mobility based on choice is the only way forward for any sense of humanity in this situation. The exercise should be suspended as soon as possible and re-evaluated based on more humane values.	10/3/2019 2:05 PM

STU Survey on the 2019 Geographical Mobility Exercise

14	Dans le secteur privé, la Mobilité est proposée sur la base du volontariat. Il s'accompagne de mesures d'accompagnement individualisé et de promotions. A l'UNESCO, c'est tout le contraire. Pas de consultations auprès du staff, pas d'accompagnements, pas de volontariat, pas de promotions, etc. Au final, énormément de stress et d'anxiété pour quel but ?	10/3/2019 1:38 PM
15	I understood from some Heads and Directors of Office that they were not so involved when it came to the choice offered to them by HRM and the sector. This is not conducive to having functional offices	10/3/2019 1:31 PM
16	The Organization should take into account and give priority to those demanding mobility. For the rest, in the interest of the Organization, the staff concerned by the mobility exercise should rather be from P5 grade and above and not the reverse.	10/3/2019 1:21 PM
17	I fully agree with the Mobility Programme. I can testify that working in the Field, specially, improves considerably the knowledge of reality, knowledge of other cultures, respect for diversity, mutual understanding. It so much enrich your work, and your life.	10/3/2019 1:16 PM
18	allow one to apply to posts above his/her grade as well as equal grade transfers	10/3/2019 1:05 PM
19	if the exercise applies to all then it needs to be for all staff it should not be excluded due to technicality of job (such as KMI staff). any job can be replaced but proficient, highly competent and brilliant people cannot be replaced in any organization rather organizations need those scarce talented people. Well numbers of years of experience does not count in the modern world if the person has been performing the same task for 100 years with inefficiency and incompetence compared to another person who can do the same job with minimal years of experience with more effectiveness.	10/3/2019 1:04 PM
20	The exercise was long overdue. I have moved 3 times and it has immensely improved my understanding of the needs of the beneficiaries and developed my capacity to implement UNESCO Mandate. Two things I strongly disagree with the exercise were: 1. There was no interviews conducted for the posts and it was left to the discretion of the supervisors to agree or disagree with no input from the candidates; If there were more than 1 candidate for the preferred post then all should have been accorded a chance; 2. There was no feedback from HRM or the Supervisors (receiving unit) on why the concerned colleagues were not selected. Thank you and the exercise should be conducted annually.	10/3/2019 12:58 PM
21	Following the decision on mobility, the administration should ensure the relevant personnel responsible for supporting staff who are "on the move" are responsive to inquiries about the movement (providing relevant information/materials/documents in a timely manner), so as to make the transition as painless as possible.	10/3/2019 12:56 PM
22	Improve communication from HRM to all staff. Provide training when the new jobs require new skills.	10/3/2019 12:53 PM
23	Information should be made available in a clear, comprehensive, and transparent manner.	10/3/2019 12:49 PM
24	Geographical mobility should be applied at HQ and in the Field without exception.	10/3/2019 12:47 PM
25	I think it is a valuable exercise and mechanism. Some improvements to the system are required, but it's a good start.	10/3/2019 12:46 PM
26	sur une base volontaire pas à l'arbitraire des ADG	10/2/2019 2:22 PM
27	There should be a mechanism for early mobility in the event of a family crisis in a hardship duty station comparable to deferment. Right now there is a mandatory minimum duration of 2 years. So eg if you are a single parent and agree to move to a cat C or D duty station and after 3 or 6 months your child develops a severe illness or has an accident requiring specialist care that is not available you cannot apply for early mobility before 2 years are over. There were no briefing sessions for field staff	10/2/2019 2:00 PM
28	Involve and allow International Project Appointment Staff that could be of great value to fill posts on the Mobility Exercise	10/2/2019 12:00 PM
29	* Mobility should be linked to promotions if you have the minimum years in the post. You should be able to choose a post that is one grade higher. * Longer notification time is needed in case of families or when children are involved.	10/1/2019 2:00 PM
30	Mobility team has been responsive, which is appreciated. Provision of a general check list for moving would have been beneficial	9/30/2019 8:04 PM
31	There should be more efforts made to engage young staff who want to opt for mobility, instead of targeting older and more settled staff members that are opposed to moving.	9/30/2019 6:31 PM
32	Mobility should not be at the detriment of promotions.	9/30/2019 3:54 PM
33	think more about people that reach the max step.	9/30/2019 2:54 PM

STU Survey on the 2019 Geographical Mobility Exercise

34	C'est un exercice qui doit vraiment être mise en place en consultation avec le personnel. Voir les priorités, beaucoup de nos collègues qui souhaitaient changer de duty station n'ont pas eu cette possibilités et ceux qui ne souhaitaient on été "forcés" de le faire. Ca été un exercice démoralisant pour beaucoup, les supérieurs hiérarchiques se cachant derrière l'Administration.	9/30/2019 9:46 AM
35	Staff could get a 1 year timeline to identify (with HRM and supervisors) a suitable exchange with a person from the field (and vice-versa): you get happier exchanges.	9/29/2019 2:39 PM
36	I recommend the process begin in autumn. To begin in spring is too late. The announcement of the placements should be EARLY spring, allowing staff the time to look into schools, etc., in the new posting. If the process starts in autumn, this will be sufficient time to announce in early spring. Announcing in mid summer creates unnecessary stress for staff.	9/29/2019 10:14 AM
37	The mobility of each staff member should be embedded in the long-term career and planned well in advance, jointly between the staff and the Administration rather than being an obligatory exercise every 'X' years. In everyone's life there are periods which are more favourable for mobility than others.	9/27/2019 4:36 PM
38	Establish mechanisms to reduce/eliminate forced rotation	9/27/2019 4:02 PM
39	Have a concrete plan or measures for vertical mobility	9/27/2019 2:28 PM
40	Ensure that this applies to everyone. We should have a report at the end of the day, of all the persons who took part in the mobility programme, as well as how many requests for deferment were made, how many granted, and the grounds. I think this process is great to ensure that there isn't staff sitting in headquarters for years, unwilling to move, and for those in the field waiting forever to move around, either get a chance to experience another field office or HQ.	9/27/2019 2:22 PM
41	Geographical mobility should be based on real needs and accompanied by several motivation measures.	9/27/2019 12:56 PM
42	The main issues with geographical mobility have to do with transparency and the rights of staff members especially their entitlements and payment on time	9/27/2019 11:20 AM
43	Why don't we put in place first a voluntary mobility scheme?	9/27/2019 9:31 AM
44	Field colleagues who have many experiences of move have to be included in revising the mobility exercise	9/27/2019 8:07 AM
45	As a first "go" I think the result is positive. In the future, the rotation should begin in the autumn with options for rotation available and the results coming in the EARLY spring. The rotation results coming in summer puts families in a very stressful situation in moving, finding schools, etc.	9/27/2019 6:49 AM
46	For geographic mobility tow points should be considered: 1. History of previous relocations of candidates. 2. Why double-standards in HQs and the FOs. How come certain colleagues can serve their entire career in Paris, and others, like me, have to remain their entire career in the field, being pushed around from Doha - to Addis - to Bangkok, but Paris is not an option ? We should do it like professional embassy systems or European Union. Much more professional when compared to UNESCO.	9/27/2019 5:27 AM
47	Transparent, inform every steps in Intranet so that everybody are aware of and fully informed	9/27/2019 3:30 AM
48	Regarding the next Geographical Mobility Exercise, it should give more consideration to volunteers and carrer développement.	9/27/2019 1:18 AM
49	HRM should start with a simple mechanism: proposing vacancies first to colleagues having reached their SDAs. This would be effective and avoid a lot of stress to colleagues who would not need to see their posts advertised.	9/26/2019 10:52 PM
50	The mobility exercise deprives the staff to apply to upper positions and blocks their career. After two years of mobility, posts should be all opened with an advantage for those having been through the mobility exercise.	9/26/2019 9:10 PM
51	Start with applying the existing rules :-). And then ask those staff who are willing to move to come forward, and do a mobility exercise with them. Another option : to rotate staff that are working on similar functions every 5 years (for instance). And I'm sure human resources specialists would have other ideas.	9/26/2019 9:08 PM
52	Please see first comment box. Thank You!!	9/26/2019 9:06 PM

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53	Study the experience of other UN organizations, there are ways to make the mobility more attractive, if some substantial positive incentives are offered. Negative incentives (like inability to apply for higher level post without a geographical move) will result in qualified staff leaving UNESCO to seek career development opportunities with another UN organization, where, as external candidate, one will not be subject to mobility-related restrictions. Current "negative" incentive seems to discriminate internal candidates whose post are subject to mobility compared to external candidates. If UNESCO wants the program to work, it should base it on positive, not negative incentives. The option of making mobility voluntarily with clear and practical (not hypothetical) career development incentives rather than "managed" may be worth considering.	9/26/2019 8:44 PM
54	impliquer tout le personnel serait mieux pas seulement les internationaux	9/26/2019 7:49 PM
55	The Administration must take duly into consideration the views of experienced staff members and of the staff associations. As it is now the mobility is clearly against the interests of staff, of UNESCO and of member states.	9/26/2019 7:41 PM
56	There must be more certainty regarding an individuals move. If we are to be mobile, then make sure it happens when it is your turn. Even at the end, there may not be a suitable match. An individual cannot go into such a process, each year, with this much uncertainty in regards to the result. How can one plan their/family life each year they may or may not be moving. If you are up for mobility, and it is not successful, then you should not be subject to it each cycle. Perhaps wait a few years before you go back into the pool. Otherwise, ensure that if you are in the pool, guarantee that a suitable post will be matched.	9/26/2019 7:34 PM
57	Geographical mobility is an important exercise for UNESCO and it should be carried out fairly and correctly. We might look at other organisations' exercise and learn from them. Also, there should be a culture of healthy mobility in the organisation.	9/26/2019 7:22 PM
58	La mobilité doit également permettre à celles et ceux qui le souhaitent de postuler à des postes de grade supérieur. Il faut que tout soit transparent Il faut que les personnes concernées soient non seulement informées de leur mobilité mais également du nom des personnes qui les remplacent de manière à créer un échange constructif et informationnel autour des programmes, activités en cours, à finaliser ou à développer Il faut qu'il y ait des point focaux pouvant renseigner les collègues participant à l'exercice à tout moment	9/26/2019 7:16 PM
59	One anticipates you will get predominantly negative responses. Your integrity will depend on whether you are transparent as to the responses, and if you consult openly about how you intend to proceed. One thing that is certainly needed is an assessment of the disruption and skills destruction in each case this year. That the process is not coupled with handover periods shows how poorly considered this initiative is. The departure of the Dir HRM who initiated this mess, and how this is interpreted by the staff, should also be worth a stock-taking.	9/26/2019 7:13 PM
60	It should be build up in way that it leads to career development through incidents for younger staff and not through constraints or punishment measures to staff. Main part of it should be on a voluntary Basis. The difference between Institute and Field Office should be taken into account.	9/26/2019 7:12 PM
61	- Open opportunities for all established post and PA to go to the field. -Encourage volunteer basis first (not last!)	9/26/2019 7:05 PM
62	I think staff need to understand that it is not normal to hold a UN job in the same office for 10+ years. I hope that all people who seek clarity will get what they want, but by definition, UN staff should be looking forward to moving around.	9/26/2019 7:01 PM
63	Voluntary mobility pool-roster Announcing vacant posts first in priority to the staff who reached their duration in the post. Possibility to apply for higher grades.	9/26/2019 6:34 PM
64	It would be better if HRM aproched each service to evaluate the profile needed for the post(s) to be open for mobility and then in the long run, HRM has a dialogue with each staff and try to propose post that could fit. It would be harmful to repeat the same process than last year i.e. opaque process, short period of time to apply, multiple choices but no information on who you are competing with, lack of interaction with potential next supervisors. People will have the feeling to be like pieces of furniture.	9/26/2019 6:34 PM
65	The process should be transparent and well informed. Lets first move those who want to move, and then target the others!	9/26/2019 6:29 PM
66	The mobility exercise is not beneficial to the organization, nor to most staff. It has created anxiety and démotivation for the concerned staff as well as in general, as well as has resulted in inefficiency and disruptions in programme implementation. The continued implementation of this mobility policy will lead to the loss of expertise in UNESCO, where as a specialized agency expertises in specific fields are the main asset of the Organization. I strongly support the suspension of the mobility policy.	9/26/2019 6:28 PM

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67	The mobility without taking into account the specific nature of UNESCO as specialized agency with specialized knowledge of staff is detrimental to UNESCO.	9/26/2019 6:28 PM
68	Il n'y a aucun accompagnement autre que la lettre d'affectation. Pas de sessions de formations pour ceux/celles qui changent de corps de métiers.... Rien du TOUT. Hopelessness	9/26/2019 6:27 PM
69	there should a radar of 3 months (if someone term is due in 3 months they can be included in the mobility) instead to be left for next cyle	9/26/2019 6:25 PM
70	1. Start from the voluntary moves and build in progresively from there, by working in 5 year carreer plans that anticipate moves 2. Defining clear rules and applying them consistently to everybody and HRM being held accountable for their mistakes. 2. Creating a mediation/conflict resolution mechanism with executive capacity	9/26/2019 6:23 PM
71	Start by making it voluntary.	9/26/2019 6:17 PM
72	Autant la préparation de l'exercice a été improvisée démotivante, autant le professionnalisme et la gentillesse de HRM pour accompagner le staff dans une période de grand changement professionnel et familial doit être reconnu. Il faut proposer de pouvoir postuler à des postes supérieurs à son grade. Les descriptions des postes proposés étaient fausses, misleading, succintes... ne permettant pas au staff de savoir à quel poste il postulait. L'évaluation des dossiers n'a pas été du tout transparente. Enfin les règles qu'ont a expliquées au staff n'ont pas été respectées. Au final, je suis contente de mon affectation, mais l'exercice a été très éprouvant.	9/26/2019 6:15 PM
73	La mobilité doit impliquer une corrélation entre l'expérience et l'expertise des candidats et les postes qui peuvent leur être proposés et doivent être synonymes de progression de carrière et non de sanction ou d'humiliation et de source d'anxiété.	9/26/2019 6:14 PM
74	Individual career development plans + opportunities for promotion should be included	9/26/2019 6:07 PM
75	I would wish to move in the next mobility exercise, but would like to have more choices, more liberty to take part or not and also a possibility to apply to higher grades.	9/26/2019 6:06 PM
76	information, information, information	9/26/2019 6:02 PM
77	The sectors should be comore conulted, qualifications of the post need to be taken into account, more transparcy and equal treatment to all staff is needed.	9/26/2019 5:59 PM
78	Improve geographic mobility by offering clear and concrete incentives (financial or career advancement). Do not make it mandatory, do not assign people against their will--this will only demotivate and damage the Organization.	9/26/2019 5:56 PM
79	Opening vacancies in priority to the staff who reached their duration in a given post, launching a voluntary mobility pool scheme, and providing possibility to apply for higher grades should be considered.	9/26/2019 5:56 PM
80	geographical mobility should not be enforced blindly and disrespect the highly requirement for expertise and competence required for UNESCO's posts, highly specialized as a specialized agency.	9/26/2019 5:54 PM
81	There should be clear criteria on what is a post subject to the geographical mobility. There are posts at HQ that have no real equivalent in the Field Offices, yet, they were included in the list. When we had the first meeting, we asked about the criteria and they said that they were still defining that. We were like "what the f***"? How can you start such process and be still defining one of the key aspects? Then, later, we just got the email saying that pratictally everybody was included in such category...with the exception of most of KMI (again, understandable, but there are quite a few other departments that are quiet specific to HQ and to the functions they perform and, yet, they were included in the Mobility). Like said before, without a true incentive (mainly in the form of a potential promotion) I don't see the interest of such excercice. Also, the lack of clarity on how to move again or go back to HQ, is a deterrent in my opinion. If you could go and say "Ok, I go to Dakar (for instance) and after 2 (or 4) years i know for sure that I can go back to Paris if i want to", then things would be different...but it is not the case, and that's a pity.	9/26/2019 5:48 PM
82	Make all posts subject to mobility and those that are not subject to contracts of limited duration e.g. 6 years at HQ	9/26/2019 5:48 PM

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83	- Many staff members did not know that they could apply voluntarily - this was not very clear in the initial messages. - I believe that it is important for directors of units to meet with candidates to discuss more about the post and directors should be on board with the move as well. - when posts are published in mobility, that should be the first place the post is published. Because in this mobility exercise there were some posts that were supposed to be published externally (thus many temporary staff members were waiting for them) and then was published via mobility and only accessible to fixed term staff and this has an overall impact on the morale of all the staff members fixed or not. So although this gives opportunities to fixed staff members it's important to also recognize the work non fixed term staff (who are already doing the job) and their right to also apply. A good way to solve this issue, is to only introduce mobility posts between staff members who want to transfer (posts that are filled by fixed term staff only) not unfilled posts.	9/26/2019 5:46 PM
84	Establish a representation of 3 representatives from staff, elected by the staff -at sector's level- in the group of persons that will decide the recommendations on the colleagues affected by mobility	9/26/2019 5:45 PM
85	Launching a voluntary mobility scheme would be a good start. The mobility should lead to advancement in the careers and not stagnation, which is a punishment for the loyal years of work given for the Organization.	9/26/2019 5:45 PM
86	. Allow promotion and career development . Early preparation and process at least a year before effective move . Nomination is confirmed in April at the latest to allow timely school inscription . Send HQ staff to FOs in priority	9/26/2019 5:42 PM
87	i. Opinion and right of individual staff should be fully respected. ii. the Administration shall consider more motivation measures, such as merit promotion, instead of only job mobility; iii. One size for all never works. Specialized post requires careful planning.	9/26/2019 5:42 PM
88	Mobility exercise should be used to provide career advancement opportunities for staff. 2019 lateral transfer of many colleagues who were performing beyond the job requirements were subjected to equal grade transfers and with this they are trapped in the new location for 3 to 4 years at the same grade. This is truly demotivating.	9/26/2019 5:40 PM
89	Need to evaluate the results of this first mobility exercise and ensure fully trained HRM staff	9/26/2019 5:40 PM
90	UNESCO should consult its staff members and consider their opinions.	9/26/2019 5:36 PM
91	It should be strongly encouraged and valorized, but it should be kept voluntary. People should not be forced to move between the sectors if they want to keep their specialization. We are hired as programme specialists based on our studies, expertise and experience and should not be forced to change it just because the mobility does not offer suitable posts. We all joined the organization with readiness to move to the field, but the Organization did not offer sufficient number of opportunities to move for many years. The life situations of many colleagues have changed, they adapted to the existing situation and people can't move that easily any more.	9/26/2019 5:36 PM
92	Exercise should be more transparent and fair to all	9/26/2019 5:34 PM
93	Incentives need to be clearly spelled out. Criteria need to be clear and applied consistently.	9/26/2019 5:33 PM
94	Il est préférable de muter les gens sur de poste vacant en affichant la liste de post vacant et demandant aux gens de postuler puis preference est donné aux candidates qui sont à la fin de leur STD .	9/26/2019 5:33 PM
95	The strategic objective of geographical mobility should be clarified.	9/26/2019 5:33 PM
96	Pour une meilleure mobilité, il faudrait respecter les conditions mises en place à cet effet.	9/26/2019 5:32 PM
97	Rotation should be reformed on a liberal, voluntarily basis, by foreseeing encouragement and motivation provisions, and not through compulsory, mechanical criteria.	9/26/2019 5:31 PM
98	HRM services need serious improvement to help colleagues and support staff well-being during mobility	9/26/2019 5:31 PM
99	Previous question should allow comments. My answer would be "should be revised and continue to be launched on an annual basis". IF the mobility exercise is not launched next year, then those who got a derogation for one year would not move and then the WHOLE exercise would become extremely UNFAIR for those who didn't get the derogation and actually moved on the first exercise, and it would be risible and have extremely bad reputational consequences vis-a-vis the governing bodies.	9/26/2019 5:31 PM
100	Only interesting and motivating for Staff if they can have a +1 rank. It has to be motivating and not forced and constrained. It's important to have a guaranty on the time spend in the Field and not be forgotten.	9/26/2019 5:30 PM

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101	Timing should start in January with notices communicated by May. Sectors should plan the mobility posts two cycles in advance as in many cases (being forced) moving between the sectors or services is not beneficial for neither staff member or the Organisation.	9/26/2019 5:28 PM
102	It is important to preserve the expertise of the Organization and therefore decide to move or not to move staff based on clear and professional criteria. This should be also linked to the staff well-being as well as family considerations.	9/26/2019 5:27 PM
103	I understand that this is tricky, but it would be excellent if Project Appointments could be included in the exercise! And if it were possible to apply to posts at higher grade, i.e. a promotion.	9/26/2019 5:27 PM
104	Allow more people to go for short-term assignments to other duty stations.. Guarantee 'right of return' to the staff member's duty station of course after a certain amount of time for staff. Introduce effective mechanisms to facilitate employment in the new duty station for partners/spouses.	9/26/2019 5:26 PM
