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FINANCE COMMITTEE

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Human Resources Management

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EXECUTIVE SUMMARY

- The Committee is presented with an update on human resources management since its last meeting, together with elements towards strengthening and further developing an efficient and effective work force in FAO, for information.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of the content of this document and, in particular, the Organization's envisaged plans for human resources management in FAO.

Draft Advice

- **The Committee took note of information on human resources management presented by FAO and looks forward to receiving further details on the Organization's vision and plans in the area of human resources as these are developed over the course of the next year under the guidance of the new management.**

Introduction

1. FAO needs to further build up its strength as a specialized knowledge-based organization, enhance its capacity to become a dependable UN system organization that brings benefit to all and remains relevant and fit to address the challenges of its membership as it looks to the future. In order to achieve this, an efficient, objective and forward looking management of the Organization's most valuable resource – its employees- will have to be ensured, noting in particular that 75 percent of the Organization's Regular Program Resources are devoted to human resources and there is a large segment of FAO employees who are serving the Organization beyond the purview of its Regular Programme Resources.
2. With the change in management of the Organization, FAO is reviewing its human resources policy and strategy to maximize effectiveness and efficiency of the Organization's resource utilization in support of achieving effective programme and mandate delivery. FAO will seek to develop enhanced people management systems and processes to not only improve responsiveness and secure operational effectiveness of different streams in Human Resources, but also provide reliable and robust information regarding the Organization's workforce, its current human resources capacity and its requirements.
3. In managing human resources, FAO could follow an approach based on the following broad criteria: (i) diversity recruitment, development and management of high calibre workforce; (ii) alignment of core values and objectives of the Organization in HR management; (iii) reflection of FAO's nature as a UN system specialized agency; and (iv) continuous improvement of administrative efficiency and productivity by harmonizing and standardizing HR processes and procedures and improvement in compliance. FAO human resources policy and strategy should be anchored on the goal of introducing an efficient, proactive and value-adding human resources function which drives a culture of competence, high performance, continuous learning and excellence.
4. In view of the changing nature of global challenges, FAO management is committed to putting emphasis on developing an organizational culture with the objective to drive progress in its governance and capacity building, promote unity, integrity and diligence among its personnel, emerge as a united, efficient and practical international Organization, which focuses on results, supports and embraces innovation, fosters motivations in workforce and develops a better risk management approach. The increased efforts at staff development, career opportunities and continuous learning will help managers, staff and employees to create and promote this cultural shift.
5. FAO is committed to a supporting organizational culture that will further enhance human resources functions to be more agile, responsive and transparent in order to better support FAO's technical assistance and operational activities in all locations. In particular, it would aim at:
 - a) Simplified human resources policy framework with streamlined staff regulations and rules and cognisant to the needs of stakeholders and Decentralized Offices;
 - b) Merit-based selection and recruitment processes and procedures, taking into account gender parity and geographical representation while fostering an enabling working environment and matching and retaining the right people with the right skills for the right roles;
 - c) Streamlined recruitment procedures, in particular for the Non-Staff Human Resources (NSHR);
 - d) Streamlined internal control mechanism that is firmly embedded within the Organization's operations;
 - e) Taking into account the outcome of the currently ongoing review by the Office of the Inspector General (OIG) of the geographic mobility policy, developing an objective job rotation policy which will enhance and diversify the knowledge, skills and exposure of personnel, supporting efforts at career development;

- f) Continuous support of initiatives to engage young people and bring fresh ideas to the Organization, including through a review of the ongoing Junior Professional Officer Programme (JPP), Associate Professional Officer Programme (APO) and the Global Internship and Volunteers Programme while ensuring alignment to the needs and the best practices of the Organization as well as the UN system organizations; and
- g) Taking further measures for the promotion of gender parity in the Organization, including in senior leadership posts, while ensuring alignment with the best practices of the UN system.

6. The Organization intends to enable managers through increased delegation of authority, transparent accountability mechanisms and an enabling policy framework. In addition, it aims to bring decision-making closer to the field, emphasizing delegation and decentralization, thus speeding up programme and mandate delivery. Increased leveraging of technology, including ICT and simplified and streamlined policies and procedures, will facilitate proactive talent management,

7. The Organization intends to focus on establishing action plans to guide the future human resources activities. FAO is in the process of recruiting the new Director OHR and, in due course, efforts will be made to address resources and capacity to meet human resources needs and ensure that OHR has the necessary mix of skills, experience and professional background. OHR will take the lead, under the guidance of the new FAO management, to review and build on human resources policies, practices and systems to address FAO's changing needs, and to promote the human resources function as a strategic partner to improve the overall effectiveness and operational efficiency of the Organization.

8. The Organization is planning to develop simpler, objective and effective performance evaluation practices, which will exert a positive impact on organizational performance while significantly building team spirit, granting opportunities to young employees while valuing the experience, wisdom and strength of senior management.

9. It is planned to undertake a review of processes and procedures that are currently in place for the selection of Professional (P) and General Service (GS) staff, senior-level positions and Non-Staff Human Resources. An improved objective, fair and transparent selection and recruitment process will be developed for fostering an enabling working environment.

10. The new management of FAO is determined to boost employee morale, promote employee satisfaction and strengthen employee engagement. Several measures are being initiated towards that end. One such initiative is to recognize 100 excellent employees and 100 best young employees for 2019.

11. It is intended to develop a robust staff development training and capacity building programme for staff throughout the Organization while reinforcing online training opportunities and promoting the use of cost effective learning modalities.

12. It is intended to refocus the competency framework to define skills and competencies for all employees in areas which are necessary for the positions and for effective delivery of FAO programmes.

13. A Women Commission is being established which would inter alia, lead measures for the promotion of gender parity. The Commission's approach is envisaged to promote gender equality and empower women on the road to sustainable development for the Organization. The Organization will continue to support Member States by facilitating the sharing of gender-sensitive economic policies and good practices.

14. The implementation of a strategy to prevent sexual exploitation, sexual harassment and abuse and the current strengthened whistle-blower policy will be enhanced by FAO's ability to conduct

robust and timely investigations. Continued priority will be given to advancing and improving victim-centred policies and measures to achieve FAO's zero-tolerance vision.

15. FAO's travel policy and guidelines for the staff of the Organization have been modified to bring them into conformity with the travel standards of most of the UN system organizations, including WFP.

16. Staff well-being will be a priority of the Organization. FAO will review its policy and procedures to ensure their alignment with the best practices in the UN system in this area.

17. FAO will strengthen staff-management relations through renewed consultations with the Staff Representative Bodies (SRBs). Inclusive dialogue will be pursued with staff to provide feedback and ideas to support strategic actions and, in particular, on working condition and staff well-being.

18. With the support of stakeholders, including Member States, Rome-based Agencies (RBAs), senior leadership, managers and employees at all levels, as well as Staff Representative Bodies (SRBs), efforts will be made to promote the creation of effective synergies inside and outside the Organization to ensure the implementation of an innovative human resources policy and practices.

19. In this document, the Organization is also reporting on factual developments in the area of human resources policy and management since the last report to the Finance Committee at its 175th Session in March 2019.

Update on Human Resources Management

Diversity Recruitment, Development and Management of High Calibre Workforce

A) Professional and above level

20. As reported to the Finance Committee in 2018, the Office of the Inspector General (OIG) conducted an audit of FAO's policies and procedures for the recruitment and on-boarding of Professional staff to Regular Programme (RP) positions. The Audit review on Recruitment and On-boarding of Professional Staff, submitted in November 2018, focused primarily on recruitment actions undertaken between September 2016 and August 2017, and identified good practices and improvements since OIG's last audit review in 2011. These practices and improvements included the development and standardization of generic job profiles, composition of the Professional Staff Selection Committee (PSSC), and generally a more robust role and leadership from OHR, ensuring greater quality and consistency in the process. The audit review found that most recruitment actions run smoothly and result in hiring competent candidates, in line with recruitment objectives and guiding principles, such as geographic diversity and gender balance. The report also identified that there is a scope for improving efficiency in some phases of the recruitment and on-boarding processes, including, inter alia, the employment roster and the reference check mechanism.

21. The report included twenty (20) agreed actions to introduce improvements in specific areas of the recruitment process. As at August 2019, the Organization implemented fifteen (15) of the recommended actions, introducing improvements in different areas identified in the Audit Report. For example, to better measure the efficiency, effectiveness and timeliness of the recruitment process and to monitor its various phases, a reporting dashboard was established in the new recruiting platform (Taleo), replacing the previous system (iRecruitment) from May 2019.

22. The Organization is currently working to implement the remaining five audit recommendations, related to the following areas: use of the employment roster, pre-employment reference checks, informative documentation and Taleo functionalities.

B) Associate Professional Officers Programme

23. Since the start of the of the Associate Professional Officers (APO) Programme in 1954, the Organization continues to host qualified and motivated young talents. This programme offers a structured learning experience to nationals from different countries through exposure to international cooperation activities, while enabling them to apply their technical specialization under the supervision of an experienced FAO staff member, and preparing the young talent for future career opportunities.

24. Table 1 presents the number of donor partners and number of APOs in 2017, 2018 and 2019. In addition to the 43 APOs indicated in the table, in 2019, FAO is in the process of recruiting eight (8) additional APOs - one (1) APO funded by the China Scholarship Council, three (3) APOs funded by Japan, three (3) from the Netherlands, and one (1) from Spain.

Table 1 APO Recruitment Status in 2017, 2018 and 2019

Year	Number of donor partners	Number of APOs
2017	15	43
2018	14	43
2019	13	43

25. The APO Programme is being fine-tuned to ensure a more focused and effective alignment of APO assignments with the priorities of the Organization to support technical capacity, particularly in the Decentralized Offices.

C) Junior Professional Officers Programme

26. The Junior Professional (JP) Officers Programme introduced in 2011 is centrally coordinated and structured, involving a streamlined recruitment process, which enables the Organization to recruit young, motivated and talented professionals on a fixed-term basis and benefit from their competencies and skills for the duration of the assignment. The JP Programme is an active recruiting mechanism of entry-level professionals (at P-1 level) that assists FAO in rejuvenating its workforce through the development of a pipeline of young professionals suitable for future employment.

27. The Organization is carrying out an internal review of the pilot phase of the JP Programme, in order to identify areas of improvement to further enhance the effectiveness of the post-pilot Programme. Table 2 presents some relevant data from the review.

Table 2 JP Programme 2011-2019

Period 2011-2019 (Q1)	Total Participants in JP Programme (current + former)		Former JPPs		Former JPPs retained	
	Number	%	Number	%	Number	%
Total:	*76	-	58	-	33	-
of which female	46	60	34	59	15	46
of which male	30	40	24	41	18	54

(*) 50 nationalities

28. The participation rate of 60.5% female staff and 59% from the Global South during the pilot phase meets the participation targets of at least 50% women and 60% representation from non- and under-represented developing countries. 58 JPOs completed the Programme during the period 2011-2019. Among these 58 JPOs, 33 were retained under different contractual modalities. As a result, the overall retention rate is 57%. Further, 70% of the retained JPOs were from the Global South.

29. With the finalization of the review, the JP Programme is envisaged to better align with the strategic and programmatic needs of the Organization, with the aim to improve recruitment, placement, peer-to-peer support and career development.

D) General Service Staff

30. From 2015, the recruitment to General Service (GS) positions in Headquarters and Regional Offices has been carried out through Global Calls for Expression of Interest. The objective of the Global Call was to attract global talent for office support functions in the foreseeable future and, accordingly, create a GS roster of qualified candidates.

31. A Global Call was issued in January 2019. After the interview process, based on the GS roster, a total of 38 candidates were appointed to GS positions at Headquarters up to August 2019. Table 3 below shows the number of candidates appointed to specific grades:

Table 3 GS Recruitment Status as at 30 August 2019

Grade	N. of Candidates Appointed
G-2	2
G-3	12
G-4	12 *
G-5	12
TOTAL	38

(*) Only one (1) external candidate was recruited from outside the Organization to a G-4 position.

32. A review of the GS recruitment process is being planned, in consultation with the concerned stakeholders, in order to identify strengths and areas of improvement.

E) Internship, Volunteers and Fellows (IVF) Programme

33. Following the revamp of the FAO Global Internship, Volunteers and Fellows (IVF) Programme in July 2017, the Organization has increased and diversified participation in the Programme, especially from the Global South, under- and non-represented member countries and indigenous communities. From January to August 2019, more than 10 000 applications were received in response to the Global Call of Expression of Interest for the IVF Programme.

34. Internship Programme: Since 2017 and as of 30 August 2019, 196 interns (68% female) from 57 member countries were assigned to 35 duty stations. The increasing number of participants were recruited from the Global South (47%, compared with 40% in 2018) and from non- and under-represented member countries (31%, compared with 24% in 2018). Increasing number of interns were assigned to Decentralized Offices (35%, compared with 30% in 2018). Notably, 19 interns from indigenous communities were assigned in 10 developing countries in four (4) regions, which is a significant increase from eight (8) in 2018. It may also be noted that 37% of interns were externally sponsored.

35. Volunteers Programme: As of 30 August 2019, 57 Regular Volunteers and 18 UN Volunteers (recruited through UNV) from 38 member countries were assigned to 27 duty stations. More volunteers (of whom 67% female) were recruited from the Global South (45%, compared with 23% in 2018) and from non- and under-represented member countries (19%, compared with 14% in 2018). Assignments to Decentralized Offices also showed a significant increase (60%, compared with 37 % in 2018). It may also be noted that 9% of volunteers were externally sponsored.

36. Fellows Programme: As of 30 August 2019, eight (8) participants (38% female) from three (3) member countries were assigned to four (4) duty stations. Notably, a higher number of fellows were recruited from the Global South (88%, compared with 44% in 2018) and from non- and under-represented member countries (75%, compared with 22% in 2018). Assignments to Decentralized Offices also showed an increase (38%, compared with 11% in 2018). It may also be noted that all fellows were externally sponsored.

37. In 2019, nine (9) new sponsorship agreements for internship and volunteer assignments were signed with governments, academic institutions and a civil society organization, the majority of which from under-represented countries. The Organization is conducting outreach activities and building strategic partnerships to reinforce a more cohesive and global IVF Programme.

38. In view of the fact that FAO is committed to a diverse workforce, one of the strategic intentions of the IVF Programme is to identify young talent across the globe. From January to August 2019, the Organization made efforts and managed to retain a total of 156 young women and men after their IVF assignments. Out of 156, 129 were interns, nineteen (19) Regular Volunteers, seven (7) UN Volunteers and one (1) fellow, who were assigned to Consultants, PSA, NPP and Professional positions at FAO.

F) Geographic Mobility Programme

39. The main aim of the FAO geographic mobility programme was to share knowledge and experience across the Organization, to mobilize and retain a dynamic, adaptable and global workforce that will effectively meet current and future mandates, and evolving operational needs, in particular between Headquarters and Decentralized Offices. In addition, the Programme aimed at providing opportunities for varied experience, career development and professional advancement.

40. In the biennium 2018-2019, a total of 116 mobility transfers were approved and, up to 30 August 19, a total of 80 transfers have already been completed. Table 4 below shows the number of

staff transferred in the 2018 and 2019 programmes broken down by technical area (as at 30 August 2019):

Table 4 Staff Transferred in 2018 and 2019

Technical Department	N. of transfers
AG	13
APEX	6
DDO (including OSD, CIO, CS)	13
DDN/CB	6
DDP (including PS, DPS and SP teams)	16
ES	15
FI	6
FO	5
TOTAL	80

41. OIG is currently undertaking a review of FAO's Geographic Mobility Programme. The recommendations of the review will be taken into account in developing future programmes of the Organization.

G) Status of Professional Vacancies

42. As indicated to the governing bodies, in the past the Organization aimed at maintaining a certain degree of flexibility in the vacancy rate for professional positions, in order to facilitate adaptation to the new circumstances and emerging priorities. As at 30 August 2019, the corporate vacancy rate was 17%, at Headquarters it was 16% and in the Decentralized Offices it was 20%, as shown in Table 5.

Table 5 Professional Vacancy Rates (as at 30 August 2019)

	P-level Posts PWB 2018-2019	Total P-level posts occupied	Total P-level Vacant Posts	Vacancy Rate at P-level
Total Headquarters	876	734	142	16 %
Total Decentralized Offices (excluding FAOR)	261	209	52	20 %
Total Decentralized Offices (including FAOR)	320	256	64	20 %
TOTAL	1196	990	206	17 %

43. The issue of vacancy rate may be reviewed in due course, in the context of its need and validity in support of the organizational needs.

H) Geographical Balance of Consultants

44. Pursuant to recommendations at the 159th (4-8 June 2018) and the 161st (8-12 April 2019) sessions of the Council, there have been continued efforts to improve geographic balance of consultants.

45. Table 6 compares the number of consultants (COF.REGs) funded by the General Fund (GF) and the number of countries represented by COF.REGs during 2018 and 2019.

Table 6 Number of consultants (COF.REGs) funded by GF and number of countries represented - Actual hire

Departments	August 2018		August 2019	
	N. of consultants hired	N. of countries represented	N. of consultants hired	N. of countries represented
APEX	53	25	34	24
DDO	59	24	46	24
DDP	126	41	69	34
ES	89	34	72	36
AG	31	15	27	18
CB	17	14	10	9
FI	21	14	24	20
FO	13	8	15	11
RAF	24	20	15	11
RAP	19	12	18	15
REU	21	16	19	15
RLC	13	9	17	13
RNE	9	8	9	8
TOTAL	495	103	375	91

46. The efforts to improve geographic balance of consultants could also be measured by the share of the top five and the top ten nationalities representing the body of consultants. Table 7 shows the share of the top countries represented by consultants funded by GF.

Table 7 Share of the top countries represented by consultants funded by GF

	August 2018	August 2019
Countries represented	103	91
Share of top 5 nationalities (%)	42.63%	31.73%
Share of to 10 nationalities (%)	55.35%	46.13%

47. With respect to gender balance among consultants, no change is observed in the percentage of female candidates in 2018 and 2019 shown in Table 8. The overall percentage of female consultants remains higher than 50% in both 2018 and 2019.

Table 8 Percentage of rostered female candidates and hired female consultants funded by GF

	August 2018	August 2019
% of female candidates hired as consultants (GF)	54%	54%

48. The Organization is currently reviewing various aspects of the policy and procedures of the selection and recruitment of consultants, with a view to improving the speed of recruitment and streamlining the process, taking into consideration the FAO Council guidance that the efforts to improve equitable geographic representation of consultants will take into account the need for a flexible approach in the selection process, including cost implications, retaining merit as the primary criterion for recruitment.

Alignment of Core Values and Objectives of the Organization in HR Management

A) Staff Development

49. Learning and development is a key instrument to provide FAO staff with the skills and knowledge necessary to deliver the Organization's mandate and to fulfil the needs of the individual's professional development. In 2019, FAO implemented an array of global learning initiatives as part of corporate staff development priorities, including but not limited to, reinforcing knowledge of FAO's internal systems and procedures, raising awareness in governance related areas, increasing SDGs-related substantive knowledge, fostering multilingualism, improving communication skills and enhancing management and leadership capabilities.

50. With a view to ensuring corporate wide ability to operate internal support systems, the Organization developed and delivered an online training to strengthen the use of functionalities in GRMS including a blended training on NSHR recruitment processes and two Travel Initiator Certification e-learning courses on Local and International Travel. The Organization is now finalizing two additional courses, one on Procurement and another on Cash Management.

51. In line with FAO's zero-tolerance policy towards harassment in any of its forms, the Organization continues raising awareness regarding the policies on prevention of harassment, sexual harassment and abuse of authority. In addition to the release of a short video and a more comprehensive e-learning course on "Working Together Harmoniously", a video on the Prevention of Sexual Exploitation and Abuse (PSEA) was finalized.

52. The Organization continues to update the Mandatory Training page in you@fao and monitor completion rates. In July 2019, an additional mandatory online course on "Ethics and Integrity at the United Nations" was introduced. Following the release of the updated FAO Whistle-blower Protection Policy, the Organization is developing a video to raise awareness on this policy. A new training on gender equality in FAO's work is also under development and will replace the UN course on Gender Equality, UN Coherence and You.

53. To strengthen management and leadership skills, the Organization offers two virtual interactive blended learning programs. The 'Executive Programme' is targeted to senior managers (P-5 and above), and combines executive coaching with online learning modules. 100 managers completed the training since its launch in 2017, with 24 during the last reporting period. 'Driving Results Meeting Our Goals' aims to strengthen the knowledge and skills of supervisors (P-2 to P-4) and NPO grades. Since 2014, 363 staff have completed the training, with 44 during the last reporting period. A new management and leadership program will be introduced in 2020 that will leverage new

learning technologies and provide managers with the skill sets and dynamism required to meet new and emerging challenges within the Organization and the wider UN system.

54. In view of the critical role of Assistant FAORs (AFAORs) in Decentralized Offices, the Organization is supporting capacity building through a new ‘AFAOR On-the-Job Training Program’ launched in June 2019. With a view to nurturing future FAORs as part of succession planning, seven high-performing AFAORs were selected to participate in this blended learning pilot program composed of a 360-degree leadership assessment, executive coaching, completion of online courses and conducting practical work in a new environment, while undertaking an international temporary mobility assignment for up to three months.

55. Efforts are underway to enhance communication skills through the delivery of face-to-face workshops on presentation skills, effective report writing, customer service and negotiation skills through its pool of external providers. The Organization is also delivering training in emerging priority areas. In 2019, the Organization delivered strategic media skills training to roughly 80 FAO spokespersons and senior managers aimed at strengthening communications on priority themes including Zero Hunger and SDGs. With a view to strengthening Skype for Business as a collaboration tool, a new virtual training is planned.

56. The Organization continues to reinforce the offers of online training and promote the use of this cost effective learning modality accessible to employees across duty stations. FAO is overhauling more than 1 000 courses currently available in you@fao in a range of technical and non-technical areas with a view to expanding language offerings and making the content relevant to both current and emerging staff development priorities. A short micro learning to raise awareness on Agroecology was recently developed. In addition, the promotion of multilingualism through the delivery of online language courses, targeted to staff based in decentralized duty stations and with limited access to language training, continues.

57. In June 2019, the FAO became a partner of the ‘‘UN SDG Learn: One Platform, One Partnership and One Programme for an effective, coherent and inclusive approach to the Sustainable Development Goals (SDGs) learning’’ initiative. The Organization is sharing relevant courses and resources to be included on the dedicated platform launched by the United Nations Institute for Training and Research (UNITAR) and the UN System Staff College (UNSSC).

58. The Organization is participating in the Joint Inspection Unit (JIU) review of ‘‘Policies, programmes and platforms in support of learning’’, which aims to assess current policies, programmes and approaches, evaluate the extent to which inter-agency and system-wide collaboration responds to the needs set aside by the 2030 Agenda and examine the thematic orientation of the training courses and their relevance for the current priorities and needs of United Nations organizations. This review will enable FAO to identify good practices and approaches for enhancing learning and development.

B) Performance Management

59. Based on the results from the 2018 Performance Evaluation and Management System (PEMS) quality review and staff survey activities to further improve PEMS are being undertaken, with the implementation of a fixed annual timeline for all PEMS phases and enhancement of the multi-rater process to support managers in addressing and resolving underperformance.

60. Training for staff and managers is being reinforced through the delivery of face-to-face briefing sessions and online learning tools. This includes the development and release of a video on writing well-defined performance objectives and two e-learning courses focused on clarifying the PEMS process and providing and receiving feedback, which will be delivered by the end of 2019. The Organization has also been reinforcing the PEMS policy and process through webinars with PEMS focal points.

61. To further strengthen performance management appraisal and compliance, the Organization automated the Probationary Performance Appraisal process for fixed-term staff members in the online performance management module in you@fao as of 1 April 2019.

62. The Organization is aligning its performance appraisal and management approach to the principles and guidelines recommended by the ICSC. The Performance Management policy and procedures may be re-visited and reviewed in due course under the guidance of the new FAO management.

C) Relations with Staff Representative Bodies (SRBs)

63. The Staff Management Consultative Committee (SMCC) is the forum for dialogue and consultation between Management and Staff Representative Bodies (SRBs) on matters pertaining to terms and conditions of employment and general welfare of staff to provide recommendations and advice to Senior Management.

64. The Chair of SMCC has been elevated. From September 2019, SMCC is being chaired by the Assistant Director-General of Corporate Services Department (CS), with the support of OHR.

65. During 2018, ten (10) SMCC meetings were held and, in 2019, SMCC met four times up to August 2019. The main topics of discussion were set in the SMCC work plan including: commissary matters, medical insurance tender, recruitment of General Service staff, teleworking, staff satisfaction survey, whistle blower protection and maternal leave policies and rental subsidy in the field.

66. The Chair of the Joint Advisory Committee on Medical Coverage (JACMC) has also been elevated. From September 2019, JACMC is being chaired by the Assistant Director-General CS, with the support of OHR.

67. In the beginning of October 2019, the Director-General met with the representatives of the Association of Professionals in FAO (AP-in-FAO) and the Union of General Service Staff (UGSS), as well as the representatives of the Former FAO and Other UN Staff Association (FFOA).

68. Progress has been made in the preparation of the Global Staff Satisfaction Survey, which is expected to be launched by the end of the year. As part of the preparatory work, a review will be made of recent staff satisfaction surveys from the other UN organizations, in particular UN Secretariat, WFP, UNDP and UNICEF. The aim is to measure employee satisfaction and engagement in the workplace and to have a better understanding of global drivers across all personnel groups of employee engagement. In addition, the employees will have an opportunity to share individual feedback.

69. The new management of FAO is keen on developing a productive and cooperative relationship with the SRBs and to benefit from their own view on the important contributions of work.

Reflection of FAO's Nature as a UN System Specialized Agency

A) Implement Measures and Track Progress in Achieving Corporate Geographic Representation Targets

70. In December 2018, the General Assembly of the United Nations endorsed the inclusion of the workforce diversity component in the human resources management framework, following the work undertaken by the International Civil Service Commission (ICSC) regarding the updated human resources management framework¹. The report of the ICSC for the year 2018 states: Staff composition

¹ General Assembly of the United Nations, United Nations common system, Report of the Fifth Committee, A/73/676

throughout the organizations of the United Nations common system should reflect a workforce that is diverse from a variety of perspectives (including equitable geographical distribution and gender balance, as well as cultural, generational and multilingual perspectives and the perspectives of persons with disabilities), and this diversity should be embraced in decision-making to strengthen the performance of the organizations².

71. In taking decisions on recruitment, the Organization follows the criterion of merit to ensure the selection of the best qualified candidates and, at the same time, in line with guidance provided by the Governing Bodies, give due attention to ensure an equitable geographic representation of staff from member countries. In appointing the staff, and subject to the paramount importance of securing the highest standards of efficiency and technical competence, the Organization gives attention to recruiting personnel on as wide a geographical basis as is possible, making particular efforts to recruit candidates from non- and under-represented countries.

72. The Organization reduced the number of non-, under- and over-represented countries to a considerable extent, thus increasing the number of equitably represented countries. As at 30 August 2019, the percentage of non-represented countries was 5%, of under-represented countries is 4%, and of equitably represented countries 90%.

B) Improved Gender Representation

73. The Organization continues its efforts toward gender parity in the workforce. Due to continued expansion of recruitment outreach efforts to institutions and universities, the percentage of the number of female staff of the Organization progressed from 43% to 53% over the last reporting period from a low 36% over a period of the last seven years. FAO is aware that gender parity in senior leadership posts needs to increase the proportion of women leaders.

74. The Organization has already endorsed the Enabling Environment Guidelines for UN System and is committed to maintaining and reinforcing specific measures to create a safe working environment that recognizes diversity and flexibility as well as provides equal opportunities and recognizes that staff are also family and community members. FAO is also actively involved in the CEB task force on addressing sexual harassment in the organizations of the UN system.

75. In line with the policies and practices of other UN system organizations, FAO management decided, beginning 1 September 2019, to supplement the statutory maternity leave entitlement of 16 weeks with periods of special leave with full pay of eight weeks.

76. Gender parity will be pursued as an essential element in proactive talent acquisition and management.

Continuous Improvement of Administrative Efficiency and Productivity by Harmonizing and Standardizing HR Processes and Procedures and Improvement of Compliance

A) Implementation of the New Recruiting Platform

77. Transition from the old recruitment system (iRecruitment) to the new system (Taleo) has been completed.

78. Taleo has established its position as the corporate recruitment system through which various FAO employment opportunities are announced. It occupies the central position on the FAO

² Annex V, Report of the International Civil Service Commission for the year 2018, A/73/30

employment website, which also guides the candidates on how to apply for opportunities using Taleo. Taleo also serves as a hiring platform for on-boarding (transitions) processes.

79. While applications are also being received by means of Taleo, OHR, with the support from the Information Technology Division (CIO) and the Shared Service Center (SSC), continues to enhance the usability and reporting functions of the system. In June 2019, on-line "Taleo time-to-fill report" was launched to measure time spent per each step of the selection process. The report provides comprehensive information on candidate profiles, thus enabling to measure, among others, gender balance and geographic distribution of candidates by vacancy announcement. The report is also available for selection processes for senior-level positions, professional positions, professional project positions, and Non Staff Human Resources (NSHR).

80. Feedback on Taleo is also being gathered from Regional Offices and internal and external candidates to provide OHR with valuable suggestions. Work will continue, in collaboration with CIO and SSC, to ensure refinement of the system to provide all concerned a better user experience.