Framework for human resources management

https://commonsystem.org/hrframework/



Organizational Culture, Unique Legal Status and Governing Mechanisms

Board principle(s)

- System of governance: all organizations are responsible to large numbers of Member States, which decide their missions, mandates and strategies.

- Legal status: the organizations are extraterritorial and not bound by national legislation or international labour conventions.

- International, multicultural nature: the organization's aims and activities are global, and their employees come from all parts of the world.

Good Governance

Board principle(s)

- Human resources decision-making in United Nations common system organizations is guided by the values set out in the Charter of the United Nations, in particular Article 101, and in the various legal instruments that govern each organization.

Leadership

Board principle(s)

- Effective policies and practices are in place to uphold the common values of the United Nations system and to foster staff commitment to the mission, vision and values of the United Nations system as a whole, as well as to the individual organization.

Enabling Work Environment

Board principle(s)

- In policy and actions, priority is given to those aspects of the work environment that enhance staff wellbeing and ensure staff security, occupational and environmental health and safety, overall social psychological and physical wellness and work/family life balance.

Organizational Design and Human Resources Planning

Broad principle(s)

- Organizational design is aligned with the mission and strategies of the organization. It requires clear vision and priorities in order to fulfil the aims of the organization.
- Strategic human resources planning contributes to the achievement of organizational success by ensuring that the organization has the human resources capabilities required to meet current and emerging needs.

Outcome(s)

- Organizational structure that supports its objectives.
- Clear reporting relationships with appropriate work distribution and classified posts.
- Operational efficiency and quality service.
- Satisfies job holder's needs in terms of interests, challenges and accomplishments.
- Human resources that meet the organization's short-, medium- and longer-term programme needs, including leveraging human resources to support coordinated action among organizations.
- Well-trained and flexible workforce to meet the organization's changing and, at times, uncertain needs.

Indicator(s)

- A workforce plan is in place.
- Use of ICSC job classification standards.

Ethics/Standards of Conduct

Broad principle(s)

- Staff at all levels should be models for ethical behaviour and should demonstrate commitment to the standards of conduct. Those standards should be brought to the attention of the staff on a recurring basis, and leadership should demonstrate commitment to them. They should be reinforced through management and transparent human resources practices. In addition, they should state the staff member's rights and obligations when confronted with wrongdoing in relation to the organization and be supported by effective procedures and mechanisms to ensure accountability.

Outcome(s)

- Shared vision in the workforce that promotes United Nations common system core values.
- Compliance with the standards of conduct for the international civil service.
- The core values of integrity, professionalism and respect for diversity,
- impartiality, transparency and accountability are demonstrated within the organization.
- Clear delegation of authority for human resources decisions and actions.
- The United Nations is regarded as an organization that is trusted and respected globally.

Indicator(s)

- Standards of conduct are reflected in human resources policies, rules and regulations.
- Standards of conduct are brought to the attention of staff on a recurring basis.
- Accountability framework in place.

Reference(s)

- International Civil service Commission (ICSC), "Standards of conduct for the international civil service".
- Available from ICSC Library-Publications https://icsc.un.org/Home/Library/Publications Charter of the United Nations Article 100,101.

Diversity & Gender **(added in 2018)**

Broad principle(s)

- The promotion of a diverse workforce stems from the provisions of the Charter of the United Nations.

Outcome(s)

- Staff composition 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 organizations.

Indicator(s)

- Diversity policies ensuring equal treatment for all staff members, consistent with the principle of merit, efficiency, competence and integrity.
- Regular monitoring of key workforce diversity metrics, such as geographical distribution and gender parity, and reporting thereon to governing bodies.
- Policies covering all forms of discrimination and harassment.
- Allocation of adequate resources to enhance outreach and recruitment efforts to support diversity.

Staff Representation and Staff-Management Relations

Broad principle(s)

- Staff representatives should be fully involved in and contribute to decisions affecting all matters relating to personnel/human resources policies and practices.

Outcome(s)

- Organizations should formally recognize the legitimate role of staff representatives in representing the views of staff on all matters relating to personnel/human resources policies and practices.
- Organizations should ensure that staff representatives are fully informed on matters affecting conditions of service and consulted on those related to personnel/human resources policies and practices.
- Organizations should ensure that appropriate mechanisms are established to offer the opportunity for staff representatives to participate in and influence decisions affecting personnel/human resources policies and practices.

Indicator(s)

- Appropriate mechanisms are in place for staff representation.

Administration of Justice

Broad principle(s)

- Each organization should provide internal administrative procedures that respect due process so that the executive head may take decisions that are fair, equitable and consistent with law and statutes.
- Staff have a right to an effective defence, including representation in relevant internal processes.

Outcome(s)

- Due process is guaranteed, and staff and the Administration are provided with the means to resolve grievances and for staff members to appeal administrative decisions that violate their terms of employment (staff rule 11.2 (a) and website of the United Nations internal justice system).
- The effectiveness and morale of staff are improved (2012 report of the Ombudsman for the Funds and Programmes).

- Positive behaviours are exhibited in the workplace, trust and a harmonious work environment are fostered, conflicts are minimized, and problems are resolved in a timely manner.

Indicator(s)

- Appropriate and effective mechanisms are in place to guarantee due process.

Talent Management

Recruitment and selection

Broad principle(s)

- Recognizing that the United Nations common system is an employer of choice, organizations seek to recruit and select staff according to the highest standards of efficiency, competency and integrity, taking into account geographical distribution and gender, and on the basis of plans and strategies aligned with the organizational goals and objectives.

Outcome(s)

- The recruitment and selection process is timely, transparent and free from discrimination and inappropriate influence.
- Selection and placement of the right person in the right job at the right time.
- New staff adapt to job requirements and become productive quickly and remain in the organization in accordance with expectations.

Indicator(s)

- Reliable and objective assessment tools are used.
- Vacancy and retention rates.
- Orientation and induction programmes are in place.
- Gender and geographical distribution policies are implemented.

Performance Management

Broad principle(s)

- Performance management supports overall organizational objectives by linking individual work goals to the organization's mission and continuously guides staff towards the full development of competencies.

Outcome(s)

- Staff understand their role and requirements.
- The review process is transparent, simple and well understood.
- Staff perform effectively and efficiently.
- The review process takes into account objectives agreed between the manager and the staff member.
- Staff are recognized and rewarded according to their performance.

- Continuous development.

Indicator(s)

- Workplans are in place.
- Very good performance is incentivized.
- Performance challenges are identified and addressed.
- Plans are in place for development and improvement (A/66/30, annex IV).

Mobility/Staff Deployment

Broad principle(s)

- Mobility is an underlying premise of the international civil service to promote shared principles and values reinforcing the international character of the common system to broaden the capability of organizations.

Outcome(s)

- Staff move within and across the United Nations common system to fulfil organizational mandates in an efficient and cost-effective manner.
- Versatile, flexible and high-performing staff.
- Staff mobility is incentivized in accordance with organizations' policies.

Indicator(s)

- Mobility/rotation policy in place.
- Comprehensive inter-agency mobility agreement in place.
- Inter-agency movements.
- Cost of staff movements.

Reference(s)

- ICSC, "*A guide to the mobility and hardship scheme and related arrangements",* June 2016. Available from https://icsc.un.org/Resources/HRPD/Booklets/MOBILITYENG.pdf .

Staff Development and Learning

Broad principle(s)

- Appropriate learning and development opportunities for staff and management
- are essential to enable organizations to engage staff, build capacity for • delivering excellent results, overcome challenges and adapt to changing
- conditions.

Outcome(s)

- Staff are knowledgeable and committed to the organizational mission, vision and values.
- Career growth opportunities are provided within the organization or through inter-agency arrangements.

- A majority of staff members demonstrate high levels of engagement with their jobs.
- In their current jobs, most staff members deliver results that meet expectations.
- Staff members consider their relationship with supervisors and co-workers to be supportive.
- Managers provide effective leadership for strategic and change management initiatives.
- Staff receive support in carrying out performance improvement programmes.
- Programme evaluation results are disseminated to facilitate individual and organizational learning.

Indicator(s)

- Staff development policy in place.
- Induction and orientation programmes in place.
- Career guidance programme in place.
- Management development policy in place.
- Internal staff movements.

Staff Well-being and Duty of Care

Broad principle(s)

- An enabling work environment will contribute to staff well-being.
- Staff well-being and security encompass occupational, environment, health and safety standards, medical services and work/life programmes. Security policy involves the physical and psychological safety of staff and takes precedence over organizational expediency.
- Member States should ensure the protection of staff at all duty stations.

Outcome(s)

- The overall protection and the physical and psychological well-being of staff are safeguarded through occupational, safety and medical programmes with special mitigation measures for high-risk environments.
- Medical and psychological risks associated with assignments are documented and communicated.
- Enhanced skills for managers and staff to deal with high-risk environments.
- Managers are trained to work effectively in high-risk areas.
- The legal protection of United Nations staff is ensured through the relevant conventions on privileges and immunities and the Convention on the Safety of United Nations and Associated Personnel.
- The United Nations is an employer of choice that provides balance between work and family needs.

Indicator(s)

- Up-to-date information that describes the status of staff well-being through surveys and other related approaches.

Compensation and Benefits

Broad principle(s)

- The United Nations common system takes a "total rewards" approach, which includes salary, incentives, allowances and social benefits. Compensation is determined in a fair, equitable and competitive manner and takes into consideration performance, responsibilities, accountability, contribution and merit. The compensation package should enable organizations to attract, retain and motivate staff at the national and international levels. It is consistent across the United Nations common system, supports the delivery of organizational mandates and is sustainable over time.

Outcome(s)

- Organizations attract, recruit and retain the best combination of talents.
- Staff are motivated and encouraged to develop skills and competencies.
- Allowances and incentives target organizational objectives.
- Information about compensation is readily available to all stakeholders.
- Some flexibilities in applying the package.
- Management authority to determine certain elements of compensation is clearly defined.

Indicator(s)

- Fair, equitable, competitive and sustainable compensation package.
- Fit-for-purpose compensation package that meets organizational requirements.
- Staff satisfaction with compensation and benefits.

Contractual Arrangements

Broad principle(s)

- Contracts are used by organizations to employ staff on a short-term, fixed-term
- or continuing basis, giving the flexibility to respond to organizational needs.

Outcome(s)

- Staff are informed about the expectations from their employment.
- Duration of contracts meet organizational requirements.
- Clear framework in place determining any mobility requirements, probationary period, and progression to other types of contracts and provisions for extension or termination of contract.
- Contracts facilitate inter-agency movements.

Indicator(s)

- Compliance with ICSC contractual framework.

Reference(s)

- *Report of ICSC for 2010 (A/65/30), annex V.*

Human Resources Management Information Systems

Broad principle(s)

- Human resources management information systems should meet the organizations' requirements for descriptive and analytical information to support administrative efficiency, policy analysis, evidence-based decision making, and management planning and programme evaluation, as well as anticipate human resources needs.

Outcome(s)

- Accessible, reliable, timely and useful information that facilitates the effective management of people to achieve the organizations' goals.
- Guaranteed protection of staff members' right to privacy of personal information.
- Use of human resources management information to support organizational learning and enhance institutional memory.
- Guaranteed staff member satisfaction with personnel administrative services in accordance with agreed standards.
- Availability of reliable, timely and useful United Nations common system human resources management data and information for all stakeholders.

Indicator(s)

- Comprehensive and integrated information strategy for human resources managers.
- Availability of up-to-date demographic and compensation-related information.

Engaged Workforce

Broad principle(s)

- A combination of commitment to the organization and its values and willingness to contribute to the success of the organization. The drive for an engaged workforce needs to build on good people management, the development of policies and the active support of line managers.

Outcome(s)

- Excellent and sustainable organizational performance.