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FINANCE COMMITTEE

Hundred and Ninety-fifth Session

Rome, 13-17 March 2023

Human Resources Annual Report

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EXECUTIVE SUMMARY

- The Human Resources (HR) Annual Report for 2022, presented to the Committee, highlights progress made towards the outcomes and outputs detailed in the HR Strategic Action Plan 2020-2022 (document FC 183/4).
- The Annual Report follows the reporting structure introduced in 2020 and consists of two sections. Section 1 highlights key achievements and workforce analytics. Section 2 covers recommendations and decisions of the International Civil Service Commission (ICSC) and the United Nations Joint Staff Pension Board (UNJSPB).

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of the HR Annual Report for 2022, presenting the progress and achievements in HR and the updated information on the Organization's workforce analytics, as well as the recommendations and decisions of the International Civil Service Commission (ICSC) and the United Nations Joint Staff Pension Board to the UN General Assembly.

Draft Advice

- **The Committee appreciated the information provided in the 2022 HR Annual Report and welcomed the progress made towards the implementation of the HR Strategic Action Plan 2020-2022, its milestones and key performance indicators (KPI), as well as on the Organization's workforce analytics. The Committee also acknowledged the reported recommendations and decisions of the International Civil Service Commission and the United Nations Joint Staff Pension Board to the UN General Assembly and requested that the Director-General take the necessary measures to give effect to the ICSC decisions on conditions of service (parental leave) as contained in Section 2 of the report.**

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SECTION 1: Reporting on outcomes, outputs, and achievements for 2022, and workforce analytics

A. INTRODUCTION

HR Strategic Action Plan and HR Annual Report

1. Achieving food security for all and ensuring people have regular access to sufficient levels of nutritious food to lead active, healthy lives is at the centre of FAO's efforts in pursuing its mandate. To meet the challenges of a continuously evolving world, in 2022 the Organization built upon previous achievements by further innovating the way it operated. This included embracing hybrid working and consolidating inclusive employee practices that celebrate diversity. It also furthered its support for employees to develop themselves professionally, including their leadership skills, to better operationalize FAO's mandate.
2. The HR Strategic Action Plan 2020-2022, approved by Members in 2020, aims at putting in place the HR building blocks to allow for long-term reform, in support of the Strategic Framework 2022-31, and making FAO a better place to work.



3. At the 185th Session of the Finance Committee, a new Annual HR report was presented highlighting progress made towards the HR Strategic Action Plan, milestones, and key performance indicators (KPIs), in addition to providing a baseline for relevant workforce analytics. Members welcomed the format of the report and transparency of information. At the 191st Session of the Finance Committee, the second Annual HR report was presented in this same format, along with some additional data sets as requested.

2022 context, challenges, and highlights in the implementation of the HR Strategic Action Plan

4. As with the previous two years, the COVID-19 pandemic context continued to influence the shaping of priorities and challenges for 2022. Consequently, with the diminishing threat of the pandemic, priority was given to leading and supporting employees progressive return to work in the office and establishing the 'new normal' of hybrid¹ working, both at headquarters and globally, which required a range of Organization-wide modalities and initiatives to create and sustain hybrid teams and hybrid working.
5. These included piloting new teleworking arrangements, providing updated HR Administrative guidelines, as well as investments in infrastructure and office set up, vaccination and medical evacuation programmes, and a range of new digital tools, resources and interactive learning for

¹ Where employees worked some days at the office and some days remotely on a rotating basis requiring that both virtual and in-person modalities were used simultaneously for meeting and working together.

returning teams and employees. The corporate challenge of bringing back over 15 000 employees to offices, setting up and supporting the ‘new normal’ of hybrid teams was significant.

6. The response to the needs of people globally affected by the COVID-19 pandemic, conflicts, and emergencies was substantial and required corresponding levels of skills, resources, planning and HR guidance to support it. Capacity building initiatives for Country Offices were required as a particular focus in order to support high performance and adaptability in delivering effective food security responses.

7. Despite these challenges, the postponed activities from 2021 in the HR Strategic Action plan 2020-2022, reprioritized to 2022, were either delivered or are on track to be delivered. These include in particular the draft Staff recruitment guidelines and the selection guidelines for the Affiliate Workforce (NSHR)² which are both being finalized.

8. Two KPIs of the HR Strategic Action plan 2020-2022 remain un-met and represent issues to be addressed: the ‘Time taken to recruit,’ and the ‘Vacancy rate’. In fact, the number of vacant Professional staff positions³ have not decreased as planned for. In addition, along with the high demand for recruitment and related HR required support, these indicators have been impacted by the time-consuming implementation of more specialized and transparent recruitment processes.

9. A key highlight of the year was the launch of the 2022 Employee Satisfaction Survey (E2S). The results of this second E2S show significant improvements in the areas of two-way communication with employees, leadership and direction, professional development, and ethical behaviour. These survey results show the success of the efforts invested in previously identified priority areas, as well as in listening to and supporting employees over the past two years.

10. Further highlights of 2022 included the launch of the revitalized Young Professionals Programme (YPP), and the opportunities for managers at all levels to attend innovative leadership programmes, including the ‘Reflective leadership dialogues’ series on topics such as racism and unconscious bias. Also, significant strengthening of a respectful working environment⁴ occurred through initiatives by members of, as well as advisers and observers to the Committee on Workplace Conduct and Protection of Sexual Exploitation and Abuse (PSEA), and the UN system recognized the Organization for its excellence in implementing practices that advance gender equality.

11. The Organizational reform and culture change put in place by the Director-General continued, through improved talent management practices, and a focus on long-serving employees with the launch of the Job Growth exercise. Frequent two-way engagement and communication continued through a variety of communication channels, including with Staff Representative Bodies (SRB), and between leaders and their teams.

12. The realignment of the CSH⁵ (HR) team was also completed in December 2022 with the aim to support strategic business goals and provide greater efficiency in delivering HR services, particularly recruitment. Streamlining and decentralization of specific HR administrative decisions was also enabled through the re-instatement of the FAO Administrative Manual Section 119 on Delegations of Authority.

13. In 2023, consultations will start for developing a new HR Strategic Action Plan in support of the Strategic Framework 2022-31. The new HR Strategic Action plan will continue to promote the enhancement of people-centred policies on staffing, learning and performance, diversity, inclusion, and staff well-being that drive a culture of engagement where employees can perform to the best of their abilities.

² Non Staff Human Resources - Employees not holding Staff member appointments

³ This indicator measures vacant Professional Programme of Work and Budget (PWB) posts at headquarters and Decentralized Offices.

⁴ CL 171/INF/7 Annual Report on Corporate Policy, Processes and Measures on the Prevention of Harassment, Sexual Harassment and Sexual Exploitation and Abuse <https://www.fao.org/3/nk304en/nk304en.pdf>

⁵ Human Resources Division, Corporate logistics and operational support stream,

14. Some challenges need be confronted going forward, including availability of adequate resources and capacity, in CSH and in the HR community of practice globally, to service a growing workforce. The Organization requires an effective and efficient service delivery that ensures necessary oversight and risk management on HR operations throughout the Organization (all locations, source of funding and contractual modalities). This in turn calls for building a modernized capacity to initiate and sustain people-centred related policies and reform.

15. In this context, there is an identified need for improving support to HR decision-making, policy development, process efficiencies and effective reporting. Current HR systems and tools are not always up to date or fit for purpose and upgrading is planned as part of the Organization's modernization of its Enterprise Resource Planning (ERP) support to main areas of work. Digital transformation will help reduce the level of manual work required, which currently affects the efficiency of operations, while limited data availability and reporting mechanisms affect decision-making processes and effective workforce planning.

B. REPORTING ON OUTCOMES, OUTPUTS AND ACHIEVEMENTS FOR 2022

I. People-centred HR policies on staffing, learning and performance, diversity, inclusion, and staff well-being that drive a culture of engagement where employees can perform to the best of their abilities (Outcome 1 of HR Strategic Action Plan 2020-2022)

I.1. Enhanced staffing and mobility framework and practices

I.1.1. Key outputs

Strategic workforce planning, staffing and mobility

16. In 2022, with CSH support, ***Regional and Subregional Offices progressed in their transformation***, in line with the structural reforms at headquarters. The reorganization of Regional and Subregional Offices follows the principles of 'One FAO,' which includes stronger and more collegial leadership, and integrated policy, technical and investment support teams, using virtual networks.

17. The implementation of the Regional Offices transformation and related HR actions have been completed. The working group for the 2020 organizational restructuring was reinstated in 2022 and comprised members from CSH, the Shared Services Centre (CSLC), Digitalization and Informatics Division (CSI), Finance Division (CSF), and the Office of Strategy, Programme and Budget (OSP). CSH took the lead to develop, in coordination with regional focal points, the detailed plans of the new structure in terms of position management, re-profiling of functions, and creation of new organizational units.

18. The refreshed ***Enterprise Resource Planning (ERP) framework and*** related road map 2022-25 was launched in 2022. Implementation of the roadmap will entail work in various areas, inclusive of the development of relevant HR tools and optimization of HR business processes. The early design phase which is underway will define the high-level functional requirements and will guide the selection of technology options, including to support workforce planning. An integrated platform for all workforce data will ensure data-informed planning and staffing decisions, and support a consistent and integrated 'One FAO.'

19. ***New guidelines for classifying FAO jobs*** were developed and published⁶ in 2022 following extensive consultation with Senior Management and Staff Representative Bodies (SRBs). The job

⁶ This document sets out the principles and procedures to be followed by the Organization for the classification of posts, in accordance with Staff Regulation 301.2 and Staff Rule 302.2 – *Classification of Posts and Staff*, as well as relevant provisions of Manual Section 311 – *Change in Status*. Job classification is a method of organizing jobs by grouping similar or comparable jobs, and the skills, knowledge, or experience needed to undertake these functions.

classification system and related guidelines aim at ensuring adequate levels of accountability in support of organizational strategies, and goals. It also guides allocation of human resources and efficient structuring of organizational units.

20. The new guidelines include the possibility of promotion for a staff member through demonstrating ‘job growth’ by taking on additional responsibilities over time, and therefore receiving a reclassification or upgrading of their position. In response to the Director-General’s request to focus on long serving General Service staff, the first cases for consideration of position reclassification due to job growth, are those who have been serving for ten years or more at the same grade as of 1 September 2022. The review of these cases has commenced, and outcomes are expected to be communicated by the end of March 2023. Promotion through competitive selection remains the standard practice within the Organization, and promotion through reclassification of positions is the exception.

21. **Interagency mobility** opportunities and numbers continued increasing in line with the upward trajectory begun in 2020. Forty-one new agreements for interagency staff exchanges were concluded in 2022, confirming similar numbers as 2021 in terms of new agreements concluded. Overall, 68 ongoing interagency staff exchanges are in place. The total number of ongoing loans, secondments, and transfers implemented in 2022 represent a 19 percent increase over 2021.

22. Further interagency modalities include the UN Food Systems Coordination Hub, set up as a follow-up action from the United Nations Food Systems Summit. The Hub is hosted by FAO on behalf of the UN system, and headed by a director, with other UN organizations providing staff under staff exchange modalities. Three staff members joined the Hub under interagency staff exchanges coming from the International Organization for Migration (IOM), the World Health Organization (WHO), and the World Food Programme (WFP).

23. FAO had three serving **UN Resident Coordinators (RCs)** and two staff members in the RC talent pool in 2022. CSH continues to collaborate with the UN Development Coordination Office on ways to further develop staff skills and to better match the unique profile needed to serve as RC.

24. To provide **support for emergency responses** and surge in the need for personnel, some operational guidelines and procedures for surge support and fast-track recruitment were published as part of a Director-General’s bulletin (DGB) on FAO Emergency activation and response protocol. This DGB supports the Office of Emergencies and resilience (OER) in quickly deploying employees whether from the staff, Affiliate Workforce (NSHR), or National Project Personnel categories. The aim is to develop a robust roster mechanism to support the new fast-track protocols for surge deployments.

25. In August, the **new Post Adjustment Index (PAI)** that resulted from the 2021 Rome Cost of living survey was implemented. The survey covered all UN agencies with an international staff presence in Italy and was conducted by the International Civil Service Commission (ICSC) and coordinated by FAO as the lead agency. In September 2022, FAO hosted a virtual Town Hall for all agencies to present the survey results and explain their impact on the remuneration of staff.

26. A proposal for a **Dangerous duty station supplement** to be paid to the locally recruited Affiliate Workforce (NSHR) was submitted in 2022 and endorsed for implementation in 2023. This new supplement addresses a major concern expressed in the 2020 Employee Satisfaction survey (E2S) and ensures alignment with other UN agencies, and equitable treatment among locally recruited staff who receive Danger pay.⁷

27. Much work was undertaken in 2022 to complete the content for the new **Staff recruitment guidelines and the Guidelines for employment of the Affiliate Workforce (NSHR)**, making sure that audit recommendations were responded to. Both of these sets of guidelines will supply a robust platform for transparent and effective recruitment while streamlining and clarifying the process to support quicker and more effective use of resources in 2023.

⁷ ICSC sanctioned allowance that is paid due to their presence in a dangerous location.

Young talent programmes

28. Strengthening the commitment to engage young people and bring their innovative ideas into the Organization continued as a focus in 2022 through the Young Professionals Programme (YPP), the Junior Professional Officers Programme (JPO), and the Internship, Volunteers, and Fellows (IVF) Programme. All young talent programmes align with the needs and best practices of the Organization and the UN common system.

29. The trend of participants in each programme from 2020 is captured in the table below.

Programme	2020	2021	2022	2022 (HQ)	2022 (DO)
Young Professionals Programme (YPP)	12	4	12	8	4*
Junior Professional Officers (JPO)	35	29	37	30	7
Interns	92	145	139	96	43
Fellows	2	3	8	5	3
Volunteers (FAO)	7	15	13	4	9
UN Volunteers	36	29	38	1	37

*Includes an appointment in 2022, with commencement date of January 2023.

Young Professional Programme (YPP)

30. The Young Professionals Programme (YPP) offers 25 positions per biennium and is funded by the FAO Programme of Work and Budget (PWB). It is a recruitment initiative that targets nationals of non- or underrepresented Member Nations. Priority consideration is given to candidates from Small Island Developing States (SIDS), Least Developed Countries (LDCs), and Landlocked Developing Countries (LLDCs). As for all other FAO Professional positions, qualified female applicants and persons with disabilities are encouraged to apply.⁸ In December 2021, the YPP was relaunched for implementation in the current PWB cycle 2022-2023.

⁸ CL 143/3 Adjustments to the Programme of Work and Budget 2012-13, para. 32: “established under and funded by the IPA, aims to promote the attraction and recruitment of staff from target groups i.e. professional women and nationals from non- and underrepresented developing countries, contributing to the rejuvenation of the Organization’s workforce.” CL 170/12 further indicated to (f) (iv) expand selection for the YPP to include all highly qualified applicants from unrepresented and underrepresented countries and (v) expand opportunities for the YPP in the Regional and Country Offices.

31. In 2022, 12 young professionals with the following profiles were recruited or have accepted the offer of recruitment.

Unit	Area	Nationality	Gender
LOG	Climate Change, Biodiversity and Ecosystems	Myanmar	F
PSU	Indigenous Peoples	Peru	F
OCC	Digital Media and Multimedia Activities	Indonesia	F
DDCC	Communications	Indonesia	F
RAF	Food Loss and Waste	Guinea	F
REU	Resilience to Climate Change and Disasters	Fiji	M
NFI	Aquaculture Technology and Production	China	F
DDCG	Monitoring and Evaluation, the Hand-in-Hand Initiative	Afghanistan	F
NSP	One Country One Priority Product	Saudi Arabia	F
DDCC	Data and Statistics	Türkiye	F
CJW	One Health/Antimicrobial Resistance (AMR)	Türkiye	F
RNE	Disaster Risk Reduction	China	F

32. Thirteen of the 25 positions available were re-advertised within 2022 to allow for increased diversity in the pool of candidates. Extensive outreach activities were carried out, including consultations with the FAO partnership units, FAO Representatives and Regional Offices. Information was disseminated through LinkedIn and other social media. The re-advertised Vacancy Announcements are now closed and pre-screening for all positions is in progress. Twelve young professionals will be placed in headquarters and 13 in Decentralized Offices.

Junior Professional Officer (JPO) programme

33. In June 2022, the FAO Council at its 170th session (13 - 17 June 2022), approved the name change of the JPO programme (from Associate Professional Officers programme (APO)). This allowed for better alignment with other UN agencies and helps strengthen branding through better visibility in career portals, making it more attractive for candidates and resource partners.

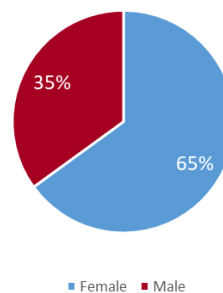
34. Out of the 37 JPOs shown in the table below, females account for 65 percent. As regards geographic representation targets, JPOs are not counted. Regarding retention, 12 JPOs completed their assignments in 2022, six of them returned as consultants and one on a staff post.

35. Twenty new JPOs from nine resource partners joined in 2022 representing a significant increase from 2021 when ten new JPOs joined from six resource partners. Several additional resource partners confirmed their interest in starting or restarting the programme with FAO.

Number of JPO per Member Nation, December 2022

Member Nation	Number of JPO	Location	Number of JPO
Belgium	1	HQ (Italy)	30
China	8	DOs	7
Finland	1		
France	1		
Germany	5		
Italy	1		
Japan	9		
Netherlands	1		
Spain	3		
Norway	2		
Sweden	2		
Switzerland	2		
United States of America	1		
Grand Total	37		

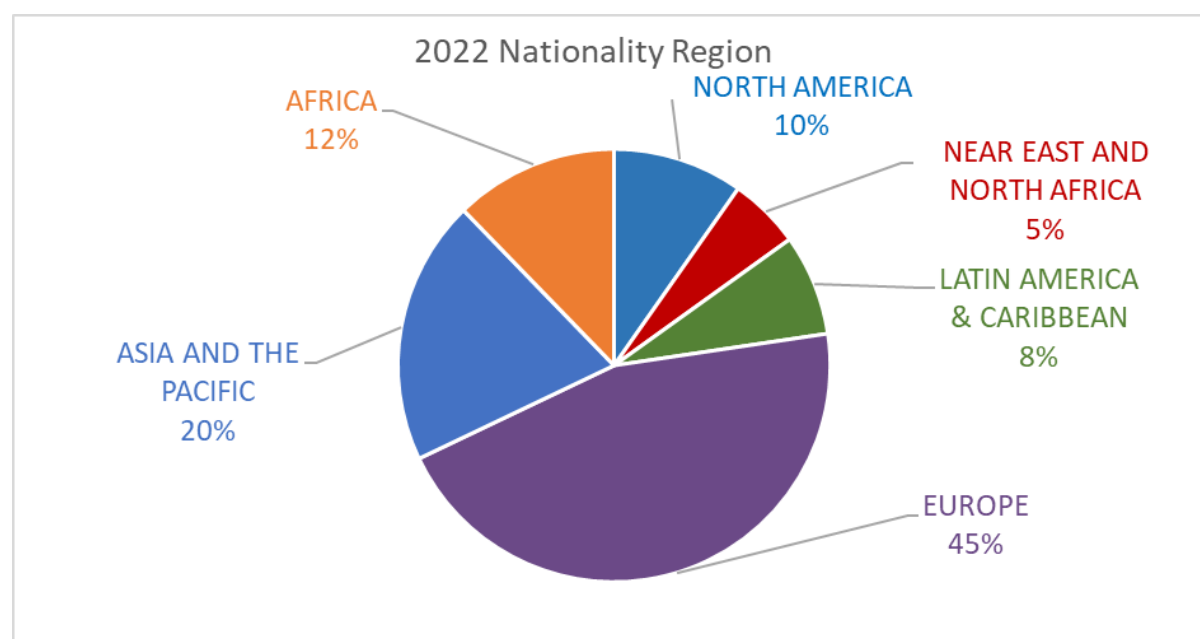
Gender Representation

*Internship, Volunteers and Fellows (IVF) programme*

36. The IVF programme focuses on recruiting young talent with diverse backgrounds from across the globe. In 2022, 318 IVF participants from 70 Member Nations joined. Twenty-eight percent of the participants were from underrepresented countries, a 9 percent increase from 2021. Sixty-five percent of participants in the programme are female.

37. A total of eight outreach events for this programme were conducted in 2022 (four in Asia, three in Europe and one in the Near East). Collaboration and exchange of ideas also took place with delegates from the United Nations Volunteers Programme (UNV) on how to further strengthen the partnership.

Newly appointed IVF programme participants by nationality, by region



38. IVF partner institutions and UNV donors financially sponsored 27 percent of the total number of IVF participants, a 62 percent increase in the number of sponsored participants from 2021. There were 38 active IVF agreements with institutions worldwide as of 31 December 2022 of which 8 IVF agreements were signed in 2022.

1.1.2 Workforce Composition

39. As seen below, at 31 December 2022, the total number of FAO employees remained very close to that of 31 December 2021 while the number of Affiliate Workforce (NSHR) reduced slightly.

	2022	% of total workforce in 2022	2021	% of total workforce in 2021	2020	% of total workforce in 2020
Total staff	3 258	22.5	3 255	22	3 178	24
Total Affiliate Workforce (NSHR)	11 248	77.5	11 555	78	10 165	76
Total employees	14 506		14 810		13 343	

40. The distribution of employees (staff and Affiliate Workforce (NSHR)) between headquarters and Decentralized locations⁹ also remains almost unchanged from 31 December 2021:

- 20 percent of the total workforce is located in headquarters, representing a one percent increase in 2022;
- 80 percent of the total workforce is located in decentralized locations;
- 89 percent of the Affiliate workforce (NSHR) is located outside of headquarters, representing a negligible change from last year. ;
- staff remain almost evenly distributed between headquarters, 52 percent, and decentralized locations, 48 percent, compared with 51 and 49 percent at the end of 2021.

⁹ Decentralized locations refers to all locations outside of headquarters (for example the SSC structurally reports to headquarters however staff are located in Budapest, Hungary).

All employees, by category and by location (headquarters/decentralized)

Category	Headquarters	DOs (outside Italy)	Total
Staff	1 709 (52%)	1 549 (48%)	3 258
Affiliate Workforce (NSHR)	1 255 (11%)	9 993 (89%)	11 248
Total employees	2 964 (20%)	11 542 (80%)	14 506

All employees, by category and by location (headquarters/geographical regions)

Category	HQ	RAF	RAP	REU	RLC	RNE	TOTAL
D and above	77	12	15	9	10	7	130
Professional	996	227	105	80	81	91	1 580
UN JPO	30	3	3	0	0	1	37
National Professional Officers	0	109	47	28	46	32	262
General Service	606	230	119	113	105	76	1 249
Total Staff	1 709	581	289	230	242	207	3 258
Consultants	698	355	207	486	222	96	2 064
Contractors (PSA.SBS)	140	64	64	101	63	13	445
National Project Personnel	0	2 142	1 402	245	1 011	505	5 305
National Contractors	70	715	457	583	500	276	2 601
Other *	347	175	32	76	94	109	833
Total Affiliate Workforce (NSHR)	1 255	3 451	2 162	1 491	1 890	999	11 248
Total Workforce	2 964	4 032	2 451	1 721	2 132	1 206	14 506

(*¹⁰) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

See Annex for further breakdowns of the FAO Workforce.

1.1.3 Key performance indicators (KPI) - Time to recruit and the Vacancy rate.

41. The aim of recruitment processes at FAO is to ensure merit-based candidate selections that support the requirements of a specialized technical agency while promoting mobility, diversity, and

¹⁰ Acronyms refer to the Region of location of employees (RAF Africa region, RAP Asia & Pacific region, REU Europe and Central Asia region, RLC Latin America and Caribbean region, RNE Near East and North Africa region).

career growth. It is also to create efficient processes that reduce recruitment time. The Organization has responded to increasing demand in a challenging and changing external environment. It is also actively transforming and restructuring to ensure that skills and capacity match future requirements.

42. Recruitment processes have always needed to be responsive and flexible, coping with surges, as well as balancing the competing priorities of effectiveness (technical excellence, diversity) and efficiency (quick recruitment times). 2022 has been no exception and has seen a shift towards consolidating the quality of FAO recruitment processes ensuring that the best candidates get selected.

43. The **time taken to recruit staff** has been calculated differently for the present report (and for future reports), to supply data in line with other organizations of the UN system. In previous years, the time taken to recruit was measured by taking the number of days from the date of the opening of the initial advertisement for the position, to the date of the selection decision, where both dates occurred in the same year. The calculation has now been revised by taking the number of days from the opening date of the initial advertisement of the position (regardless of the year of issue) to the date of the selection decision. The 'time to recruit' KPI has increased partly due to this, to 178 days in 2022 from 156 days in 2021. Using the same methodology from previous years to calculate this KPI, the time required to recruit staff in 2022 would have shown the number of days to have been reduced from 156 days to 148 days in 2022.

44. The time taken to recruit has also been impacted by the discontinuation of rosters and batch recruitments,¹¹ and by matching a single Vacancy Announcement (VA) and single recruitment panel to each position to be filled. The requirement of a **tailored job description with a specialized panel for each position** results in well documented and customized selection processes for each position, but overall increases time and capacity needed for recruitment purposes. This applies to required HR resources in headquarters (CSH) and the Regional Offices to support the recruitment processes and in (senior) staff availability to serve on recruitment panels.

45. To offset this, FAO has proactively introduced **outsourcing of some steps of the recruitment process** and created efficiencies in other areas. As a result, the time needed to screen applicants is currently an average of four days. Hiring managers are also more often using written assessments to test candidates' technical knowledge, along with software that detects plagiarism.

46. **Improved background and reference checking of candidates** continues to contribute to the effectiveness of recruitment. To create efficiencies, FAO is now exploring the possibility of collaborating with 'One HR' the United Nations Global Centre for Human Resources Services in Bonn¹² to expedite background and reference checks for new appointments into staff positions.

47. For senior level or technically specialized positions, **more dedicated and active outreach** was pursued through diverse communication channels, including with FAO Members, specialized sourcing tools and external outreach providers. With the objective of selecting the best candidate, on occasions positions have been re-advertised to target a more diverse pool of qualified candidates.

48. The new Staff recruitment guidelines and procedures to be issued will reflect all these new practices and innovative approaches, taking into consideration lessons learned. The aim is to reduce time to recruit while ensuring merit-based selections, promoting mobility, diversity, and career growth.

49. The **vacancy rate** has slightly increased over 2022 to 22 percent for professional PWB positions, from 20 percent in 2021.¹³

50. Time and resources have been dedicated to guaranteeing support to a high number of selection processes, despite staffing challenges, to match the unprecedented numbers of 2021.

¹¹ As per AUD2018, *Recruitment and Onboarding of Professional Staff*, 68 percent of all appointments in the reference period were roster appointments, with several selections resulting from one vacancy.

¹² Reference checks include the UN Common System SEA/SH Clear Check database, the INTERPOL Red Notice database, and the Security Council Sanctions list. See also <https://onehr.un.org/>

¹³ See Annex Table 4: Vacant Professional PWB posts.

Approximately 268 selection panels were managed in 2022, with globally 133 panels for Professional staff positions and 80 panels for Professional project positions. At headquarters, 82 panels were managed for General Service (GS) staff positions.

51. A similar percentage of internal selections occurred in 2022 compared with 2021, confirming the trend observed last year, 49 percent for PWB Professional positions (46 percent in 2021) which in turn has created new vacancies. For General Service (GS) staff in headquarters, 90 percent of the selections made were for internal staff, resulting in 13 percent of GS staff in headquarters receiving promotions (11 percent in 2021).

52. The resignation or expiry of contract of 65 Professional staff on PWB positions, including mandatory and early retirements, further contributed to the vacancy rate. It is higher than in 2021 (49 Professional staff) and considering the figures for 2020 (45 Professional staff) also indicates a growing trend. Twenty-nine percent of the staff that left were female.

53. As with 2021, in 2022 there remain a few areas of the Organization where the vacancy rate is particularly high e.g. the Investment Centre has a vacancy rate of 37 percent as selection processes were pending the conclusion of a review of the centre to realign skills and expertise. This has now been concluded and selection processes have started at the P-4, P-5, and D-1 levels.

KPI data	
Vacancy rate Professional PWB positions	Baseline Mar 2019-19% Actual Dec 2020-20% Actual Dec 2021-20% Actual Dec 2022-22%
Time to recruit number of actual days from opening of the Vacancy announcement to selection decision	Baseline Dec 2019: 145 days/Target-120 days Actual Dec 2020-159 days Actual Dec 2021-156 days Actual Dec 2022-178 days

I.2. Strengthened and enabled capability through development and learning opportunities, and improved performance

I.2.1. Key outputs

Learning and training programmes

54. In 2022, FAO continued to focus on the **delivery of high quality, needs-based learning, and training programmes**, as per the planned reforms and outputs from the HR Strategic Action Plan 2020-2022. The transitioning of all training and learning opportunities to virtual platforms in 2020-2021 enabled a switch in 2022 to develop and launch new content for additional training and learning offerings. These were mainly focused on priority areas identified in the 2019 Employee Satisfaction Survey (E2S) Corporate Action Plan (Career development, leadership and management skills, two-way communication, diversity, and inclusion).

55. The COVID-19 crisis accelerated the shift to hybrid working and its deceleration brought employees back to work at the office. However, leveraging the virtual modalities and platforms already established, the Organization remained committed in its effort to supply virtual training across the globe on a wide variety of topics, including the delivery of language classes and the “Preparation for retirement” seminars. As a result, in 2022, access to learning opportunities was provided to a much wider audience than had previously been possible, in particular to Decentralized Offices.

56. The **establishment of hybrid working** was supported by different learning modalities and the strengthening of established tools and resources that facilitated learning and knowledge sharing. A mobile version of you@fao¹⁴ (LearnApp) and dedicated virtual workspaces (supporting well-being, the management of hybrid teams, and use of digital tools), were regularly added to and promoted. Interactive webinars on a wide variety of E2S priority topics included ten virtual global learning sessions run by international specialists with a total of 2 400 attendees.¹⁵

57. The digital library of eLearning courses continued to be a key virtual resource in delivering high quality, needs-based learning for professional development. This resource was made available to all employees in January 2020 and includes over 19 000 online training courses offered by LinkedIn Learning. Employees from across the Organization completed 6 320 courses (5 120 by colleagues in Decentralized Offices, and the remainder at headquarters).

58. Learning offerings were increased to support **personal, targeted career development**. In response to recommendations in the E2S Corporate action plan, a portfolio of career support initiatives was designed, piloted, and successfully implemented. Information on the numerous initiatives developed is provided in the box below:

- practical career management ‘Labs’ with virtual modules on self-awareness, goal setting, writing job applications, and interviewing skills, attended by 2 400 participants;
- a comprehensive career management guide providing knowledge for all stages of the career planning and development cycle;
- two e-learning courses on ‘Preparing job applications’ and ‘Effective job interviewing,’ customized for FAO employees;
- online training for managers to strengthen skills in conducting effective career conversations with team members. Virtual workshops and comprehensive toolkits were delivered to 380 managers;
- three virtual masterclasses as part of a series on personal branding and networking were delivered to 930 participants;
- group coaching for building confidence, promoting engagement and personal ownership of professional development, delivered to 30 long-serving General Service staff online;
- a Learning needs assessment launched to all General Service staff through an online survey.

59. In addition, the career support portfolio now includes a dedicated portal in you@fao, curated playlists of online courses for career and professional development, and FAO/UN employment opportunities.

60. To support the beginning and the end of employee experiences, the online **Orientation toolkit** was updated with videos on FAO’s history, culture, and work. The 4-day virtual **Preparation for retirement seminar** was delivered to 250 participants from across the globe.

¹⁴ FAO Learning and Performance Management System

¹⁵ These ‘Zoom in on learning’ sessions were open to all employees. Some examples of session topics were ‘Making sense of diversity inclusion and my role in it’, ‘The new science of open-mindedness’, ‘Boost your mental fitness’, ‘How to thrive in the post-pandemic workplace’, ‘Inclusive leadership: Diversity beyond the slogan’.

61. Strengthening **leadership and management skills** was a focus. The box below provides an overview of the richness and diversity of the modalities used.

- FAO's Executive Leadership Programme was delivered to 30 senior managers (P-5 and above), in collaboration with the UN System Staff College (UNSSC). This online interactive training included a new module on 'Diversity, Gender Equality, and Inclusion', and a 360-degree assessment with individual coaching;
- forty-six senior managers from earlier Executive Leadership programmes took part in follow-up training on action learning and team coaching skills;
- 'Leadership Insights' launched to 30 senior managers (P-5 and above). It includes a 360-degree assessment aligned to the UN Leadership Framework, plus individual coaching;
- 'Women Leading in Times of Crisis,' offered virtually by the African Women in Agricultural Research and Development (AWARD), attended by 21 female staff members (P-4/P-5), to further the development of FAO women in leadership roles';
- 'Achieving Results through People' delivered to 80 mid-level managers (P-3/P-4) online, and with blended learning, across the globe;
- a four-week leadership development programme 'Building Capacity for Change - Steering towards the Future of Work', attended online by 25 National Professional Officers (NPO);
- the 'Extended E-Certificate on Leadership and Management' offered this year to all employees, through the UNSSC Blue Line Global Hub as a self-paced, modular, online programme and piloted in 2021;
- eleven FAO Representatives (FAORs) (P-5/D-1) were supported to attend the 'UN Country Team Leadership Course - Maximizing Synergies for Greater Impact' offered by the UNSSC and delivered face to face;
- workshops were held for over 260 managers aimed at strengthening communication skills including 'Strategic media training for senior managers', 'Skillfull communication in the Zoom age', 'The art of navigating challenging conversations', and 'Mastering active listening';
- the 'FAOR Briefing programme',¹⁶ open to all FAORs, was expanded with new modules covering administration and operations, people management, resource mobilization, legal matters, the United Nations development system (UNDS) repositioning, and leadership and transformational change. In addition, via a tailor-made web-based platform, FAORs are now able to connect, collaborate and share experiences with peers worldwide;
- a new website for leaders was launched providing resources that support the development of leadership and management skills.

62. The development of **a multilingual workforce** has always been an important objective for FAO. To assist in achieving that, language training is provided in the Organization's six languages through corporate Staff development funds. As part of its established offerings, multilingualism was supported through:

- delivery of language training (individual and group classes) on the six FAO languages¹⁷ to over 700 staff members based in headquarters;¹⁸

¹⁶ The programme, launched in 2021 is comprised of a comprehensive multi-modular curriculum built around the FAOR's strategic role and functions.

¹⁷ Arabic, Chinese, English, French, Russian, Spanish.

¹⁸ Decentralized Offices coordinate their own language training directly using the staff development budget allocations.

- online language courses launched with 70 staff based in duty stations with limited access to language training;
- administering language examinations for over 1 500 candidates (FAO, WFP, IFAD), in headquarters and Decentralized Offices.

Headquarters language courses by number, course type, and total training hours

Course type	Number of courses 2022	Total training hours 2022
Individual	208	4 735
Group	87	21 260
Total	295	25 995

Headquarters class registrations by language level and class type

Level	Individual class/registrations 2022	Group class/registrations 2022
Minimum knowledge (A)	70	108
Limited knowledge (B)	106	248
Working knowledge (C)	33	184
Total	209	540

63. To strengthen its commitment to multilingualism, as part of the launch of the 2023 PEMS (Performance Evaluation Management System) Planning phase in December last year, multilingualism was promoted as a developmental activity. Staff and managers were encouraged to consider language training as part of their development plan for 2023.

Improving performance

64. To **improve** capacity to **manage performance** at an individual and team level, a rich range of initiatives was put in place (details in box below):

- forty-eight customized performance management briefings delivered to 425 managers and staff across the Organization and rolled out to performance management focal points worldwide;
- building skills and competencies by integrating resources and tools into new and established courses, including topics such as coaching and feedback, holding difficult conversations, and active listening;
- implementing multisource assessment as a mandatory process for Directors, Deputy Directors, and heads of offices in the PEMS Year-end appraisal. This also allowed for feedback on FAOR evaluations from Resident Coordinators about objectives related to Country Office delivery.

65. New learning courseware and reporting tools were delivered to help implement guidelines and practices for improved performance in fraud prevention, risk management and internal controls, ethics, and protecting staff. They included online courses covering 'GRMS Accounts Payable' and

‘Basic Texts of the Food and Agriculture Organization of the United Nations’, and a video enhancing understanding of risk management.

66. Comprehensive e-learning to raise awareness of accountabilities and responsibilities of the Project Budget Holder role, was updated to reflect new procedures. This supports the considerable number of employees who work on managing and implementing projects.

67. In response to recommendations from the E2S Corporate action plan to ***promote an ethical and inclusive workplace***, a series of ‘Reflective Leadership Dialogues’ was provided for 120 managers at all levels. These facilitated group sessions included virtual workshops on ‘Fostering Psychological Safety’, ‘Unconscious Bias’, ‘Advancing Gender and Racial Equity and Inclusion’, and ‘Using Power to Empower and Include.’

68. To further ***strengthen internal control***, and contribute to the annual Internal Control Questionnaire exercise, a reporting tool providing real-time training-related data was put in place that allows organizational units to easily monitor compliance to mandatory training in the units.

69. ***Leveraging from and collaborating within the UN system*** for efficiencies continued and included:

- coordination, design, and delivery of training initiatives with the UN System Staff College (UNSSC) for management and leadership development initiatives;
- knowledge sharing through membership of the UN working group on mutual recognition of mandatory training;
- leveraging UN long-term agreements including those with the UN Secretariat for LinkedIn Learning licenses, UN Office for Project Services (UNOPS) for e-learning and performance management system services, WFP for training services in diversity and inclusion, UN Children’s Fund (UNICEF) for 360-degree assessment and coaching services, and UN High Commissioner for Refugees (UNHCR) for strategic media training, and learning management system services.

70. The Office of the Inspector General (OIG) conducted an audit of staff learning and training in 2021. Key actions agreed upon included establishing a consolidated Learning Framework, reviewing procedures for staff development budget allocations, and the processing of external training requests.

71. As a preliminary step, a benchmarking exercise was carried out with other UN entities to review staff development strategies, policies, and practices. A series of focus group meetings were also organized with training focal points and other stakeholders, followed by an online survey, to further examine the staff development planning process. Additionally, a practical guide to training evaluation was developed and published to enhance practices in assessing the value of training initiatives.

1.2.2 Key performance indicators (KPI) - Mandatory training compliance

72. FAO has eight mandatory training courses all of which support the Organizational goal of Output 1.3 of the HR Strategic Action Plan 2020-2022, ‘A work environment that is diverse, inclusive, and where employees feel valued.’

73. Continuous efforts are made to monitor and increase completion rates for mandatory training. In 2022 this included the decentralization of mandatory training monitoring through the upgrade of customized dashboards and reports, targeted communications and information sessions, a performance indicator in PEMS assigned to all supervisors, and ongoing collaboration with internal focal point networks in headquarters and Decentralized Offices.

74. A new multilingual home page in you@fao was also launched that supports the navigation of the mandatory training curriculum, and provides content in the six FAO languages, including the localization of six mandatory training courses.

Staff and Affiliate Workforce (NSHR) completion rates, by course

Training Title	Staff compliance	Affiliate Workforce (NSHR) compliance	Overall course compliance
Achieving Gender Equality in FAO's Work	93.7%	78.5%	81.9%
Ethics and Integrity at the United Nations	93.2%	71.7%	76.5%
FAO's Whistleblower Protection Policy	94.3%	76.9%	80.8%
Prevention of Fraud and other Corrupt Practices	95.2%	76.1%	80.4%
Prevention of Harassment, Sexual Harassment and Abuse of Authority	98.6%	80.3%	84.4%
Protection from Sexual Exploitation and Abuse (PSEA)	95.7%	78.4%	82.2%
United Nations Course on Working Together Harmoniously	94.8%	78.5%	82.2%

Overall	81.2%
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KPI data	
Overall compliance with mandatory training for all employees	Target-60% Actual Dec 2020-64.9% Actual Dec 2021-74.1% Actual Dec 2022-81.2%
BSAFE training, on-boarding requirement	92.7 percent compliance rate¹⁹

75. The above table shows an increase of 7.1 percent in overall compliance for all employees compared with 2021, surpassing the target of 60 percent by 21.2 percent. The compliance of the Affiliate Workforce (NSHR) is naturally lower than staff, given the short-term nature of their contracts, mandatory breaks in service, and high turnover.

76. An additional KPI related to learning was measured through the 2022 E2S.

E2S survey question - I have opportunities to learn new skills that help me carry out my job.	2019/20 Baseline-57% employees in agreement 2022 Target-62% Result April 2022-66%
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¹⁹As an on-boarding requirement, which in theory should be 100 percent, this figure fluctuates given that the data feed from one system to another is done manually, requiring time for all training completions to be sent (from SSC to CSH) and uploaded into the employee's records.

I.3. A work environment that is diverse and inclusive where employees feel engaged, valued, and have a sense of belonging

I.3.1. Key outputs

A Diverse workforce

77. FAO strives to ensure a workforce that is diverse from a variety of perspectives, including equitable geographical distribution and gender balance, as well as cultural, generational, multilingual and persons with disabilities.²⁰ The Organization is committed to embracing this diversity in decision-making and practices to strengthen the performance of the Organization overall.

78. Throughout 2022, learning and awareness raising events and webinars were delivered to promote diversity and inclusion in the Organization. This was supported by a strong emphasis on diversity in both participants and facilitators.

79. The Mentorship programme, which puts a spotlight on women and young talent as a driving force for the Organization, was ongoing in 2022 as were the Youth Committee and Women's Committee. Measures to eliminate unconscious bias in all steps of the recruitment and selection process also continued through awareness raising in webinars, learning events, and training materials available for all employees in you@fao.

80. The practice of teleworking provided flexible arrangements for working that supports a diverse workforce. In March, the new pilot on teleworking was launched for one year. The lessons learned from the pilot will be fed into a revised policy on flexible work arrangements (FWA) to be issued in 2023.

Gender equality

81. The overall robust performance on the 'UN System-wide Action Plan (UN SWAP 2.0) on Gender Equality and the Empowerment of Women' is continuing, with FAO having met or exceeded 15 out of 16 KPIs in 2021. This is a score of 94 percent for indicators met or exceeded compared with 68 percent by other specialized entities, and 70 percent overall by the UN system. The Organization's work was highlighted by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) in the areas of gender-responsive performance management, the Employee Recognition Awards, and the achievements of the Women's Committee.

82. The only indicator which is not met but described as 'approaching requirements,' continues to be the 'Equal representation of women.' UN Women encouraged FAO to prioritize this indicator, with particular emphasis on P-4 and above positions.

83. At the 2022 annual UN Global Gender Focal Point Meeting, FAO was recognized for excellence in implementing good practices that advance gender parity in the UN system, under the category - Leadership, accountability, and implementation.

84. Regarding the internal workforce data on gender equality, the overall percentage of female staff²¹ across all levels in the organization is 53 percent. This represents an increase of one percent since 2021. Females in the Affiliate Workforce (NSHR) represent 39 percent. The percentage of all female employees (Staff and Affiliate Workforce) in the Organization is 42 percent, unchanged since 2021. See Annex Table 3 for further details.

85. The KPI for gender parity was set out to assess gender parity by 2022 in the Professional staff category across the whole Organization, and by 2024 for senior positions (D-1 and above). In the Professional staff category globally, the overall representation of female staff is 46 percent and close

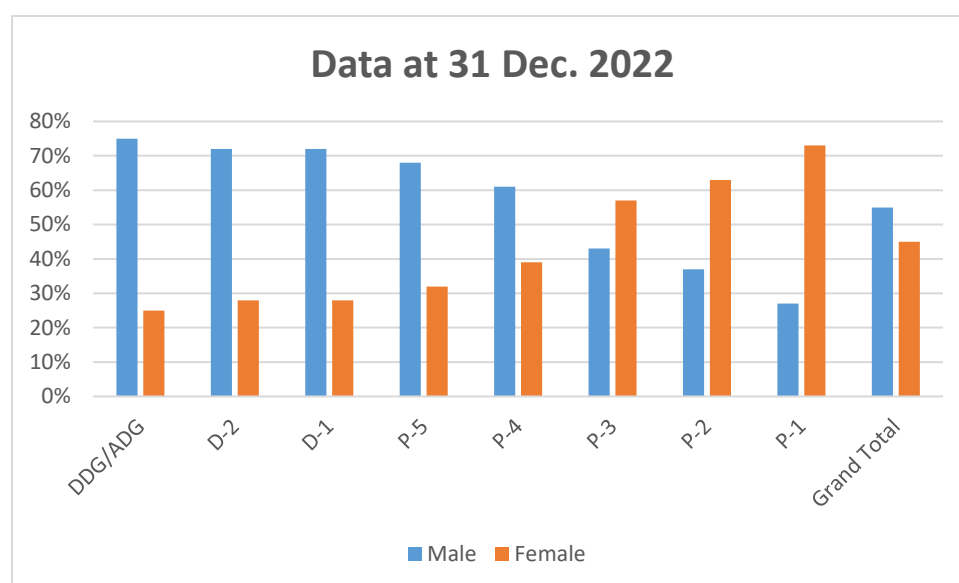
²⁰ Based on the ICSC Framework definition for diversity.

²¹ Employees with contracts that are covered the FAO staff regulations and rules.

to the goal of parity in this category.²² There is still work to be done, especially at the P-4 and P-5 levels and in the Decentralized Offices. Gender parity was achieved in headquarters (55 percent), but there are less women represented in this category at Decentralized Offices (30 percent). At the D-1 and above level, the overall representation of female staff is currently at 28 percent, an increase of 2 percent since 2021 due to progress made at the D-2 level.

86. The overall representation of female staff in the combined Professional and above categories has increased over the last 12 years from 32 percent in 2010 to 45 percent in 2022, showing a steady increase at all levels over the years except for the Assistant Director-General (ADG) level. While two out of the three Deputy Director-Generals (DDG) are female, only one ADG out of nine is female. In 2022, while all levels progressed, a slight decrease was noted at the D-1 level.

	D-1 and Above, Target 2024: Parity				P-1 to P-5, Target 2022: Parity						
	DDG / ADG	D-2	D-1	Subtotal	P-5	P-4	P-3	P-2	P-1	Subtotal	Total
2010	25%	14%	16%		22%	30%	45%	62%	33%		32%
2020	29%	25%	26%	26%	28%	39%	54%	65%	71%	44%	43%
2021	23%	18%	29%	26%	31%	39%	55%	65%	66%	45%	43%
2022	25%	28%	28%	28%	32%	39%	57%	63%	73%	46%	45%



87. CSH continues to work in close collaboration with the Women's Committee, senior leadership and other Management teams to promote gender parity, gender equality, and diversity within the Organization. Transparent internal and external reporting on gender parity was also established:

- regular reporting on gender representation by stream and units to the Senior Management for internal monitoring;
- participation in the UN system-wide Dashboard on Gender Parity, a joint initiative led by the United Nations Development Programme (UNDP) and UN Women launched in 2021;

²² While the goal of the UN System Wide Strategy on Gender parity is 50/50 parity, "it is recognized that sustainability at that number is unlikely and for the purposes of this strategy parity is considered to be within the 47%-53% margin."

- participation in the UN Secretary-General reports on the ‘Improvement in the status of women in the United Nations System.’

Geographic representation

88. Corporate **geographic representation** targets have been met with the percentage of countries that are equitably represented in the workforce at 76 percent. This represents 147 Members, just above the target that has been set by the FAO Conference of 75 percent.²³ See Annex Table 2 for further details.

Disability inclusion

89. The **Disability Inclusion** workspace in you@fao was updated in 2022 to include an e-Learning course on ‘Disability Inclusion: Building an Inclusive and Accessible United Nations’, and a guide for managers on how to create an inclusive workplace. The Disability Inclusion workspace forms part of the UN Disability inclusion strategy (UNDIS) and provides managers and employees with guidelines and resources for talent acquisition, and the management of persons with disabilities. The ‘Policy on persons with disabilities in the FAO workplace’ is currently under revision.

Multilingualism

90. The development of a multilingual workforce is an important aim of the Organization’s ‘Strategic policy framework for multilingualism’.²⁴ Multilingualism is promoted through HR policies and procedures by selecting staff that display knowledge of FAO languages and actively supporting them in pursuing language training throughout their service.

91. Detailed reporting on the linguistic profile was provided in the 2021 Human Resources Annual Report (pages 18-20), showing that staff across all locations have a prominent level of proficiency in FAO languages. Given the rather static nature of the data, it is proposed that updates be provided every five years.

1.3.2. Strengthened employee morale, satisfaction, engagement, and recognition

2022 Employee Satisfaction Survey (E2S)

92. Following on the 2019 **Employee Satisfaction Survey**, the 2022 survey aimed to provide employees with a further opportunity to share feedback about their professional experience at FAO. It was also aimed at benchmarking progress, building on the results of the action planning and improvements made since 2019 in the four priority action areas of professional development, ethical workplace, communications, and new ways of working. A specialized external service provider was contracted to manage the exercise.

93. After consultation with the Staff Representative Bodies (SRBs), the survey was launched in March 2022 to 14 320 employees, regardless of contract type. The overall completion rate was 50 percent (with 7 141 respondents). This is an increase of nine percentage points²⁵ compared with the 2019 completion rate of 41 percent.

94. The overall, high-level results of the survey have been shared with the Senior Management, FAO Members, SRBs, and all employees. Initial results show an average improvement of ten percentage points across all survey categories. Within each category, progress was made across all questions with at least a one percentage point increase per question.

95. The survey shows significant improvements in several organizational areas, including communication, leadership and direction, ethical behaviour and misconduct, as well as employee opportunities for growth and development. Results also show that 78 percent of employees

²³ 39th Session of the FAO Conference, June 2015, C 2015/3, <http://www.fao.org/3/a-mm710e.pdf>

²⁴ CL171/17, Strategic policy framework for multilingualism

²⁵ The term percentage points is used when comparing two different percentages.

recommend FAO as a good place to work, and 89 percent are proud to work at FAO, and feel valued and respected for who they are.

96. Although these results show the Organization is moving in the right direction, they also show that there is still work ahead and opportunities to further strengthen workplace culture. In particular, the survey shows there is scope to increase confidence in reporting unethical behaviour and or misconduct, enhancing career growth and professional development, promoting wellbeing, applying HR policies fairly and consistently, and reinforcing two-way communication.

97. To facilitate the further analysis of results and allow for more targeted discussions, or to highlight specific issues such as gender and contract type, additional reports (providing the same survey results but using different breakdowns), were developed for each stream at headquarters and Regional Offices. Focused debriefings also took place with heads of streams and Regional Office managers on the survey results and some initial action planning.

98. With the aim of cascading this action planning further into the Organization, a network of focal points has been put in place to support the generation of detailed survey results to Organizational units (Division, Centre, Office) through online dashboards. A toolkit was developed to provide guidance on how to analyse the results, tips and tools for action planning and clarifying roles and responsibilities for this process.

99. At the corporate level, thematic reports using the survey results have been produced on ethical behaviour and misconduct, well-being, diversity, and inclusion. To address ethical behaviour and misconduct issues, collaboration with workplace conduct subject matter experts (SME), including CSH, the Ethics Officer, the Legal Office (LEG), OIG, the Ombudsperson and the Staff Counsellor has occurred. Survey results regarding harassment, sexual harassment and abuse of authority have been reviewed by SME for specific actions taken, or to be taken, in responding to these issues.

100. To ensure ongoing communication and build on the E2S Corporate action plan and achievements since 2019, a dedicated internal web page was developed. It serves as the main communication channel for E2S results, activities, and reporting and sharing progress.

101. Actions and achievements at the corporate level will continue to be incorporated into existing plans for implementation and monitoring. These include the HR Strategic Action Plan and work plans of relevant offices, such as the Office of Communications (OCC), the Digitalization and Informatics Division (CSI), OIG, and the Ethics Office.

2022 Employee Recognition Awards

102. The Employee Recognition Awards 2022 successfully supplied another opportunity for employees to voice their opinions as they nominated and recognized each other's talent and contributions. Bringing colleagues together virtually in one space, regardless of role, grade, nationality, or geographic location and giving everyone the chance to share views and thoughts, epitomized the changes in the spirit, culture and direction of the Organization and the open and inclusive 'One FAO' being created.

1.3.3. A respectful inclusive workplace (and the prevention of harassment, sexual harassment, discrimination, and abuse of authority)

103. The ***Committee on Workplace Conduct and Protection from Sexual Exploitation and Abuse (PSEA)*** continued to meet regularly to discuss issues of workplace conduct (harassment, sexual harassment, discrimination, and abuse of authority). The committee was established in November 2021 following the recommendation of the Oversight Advisory Committee (OAC) and is chaired at Deputy Director-General level. Areas of focus include strengthening the protection mechanisms with respect to PSEA and creating a victim-centred approach in cases of harassment, sexual harassment, and abuse of authority.

104. Progress in aligning with the UN system wide initiatives, including the Model Policy on sexual harassment, is on track with other UN entities, as reported by the UN system Chief Executive

Board's (CEB) Task Force on Addressing Sexual Harassment within the Organizations of the UN System. The Taskforce agreed on an action plan focusing on areas which will have the most impact.

105. As part of the Organization's continuing networking activities, the nomination of CSH's Workplace Relations Officer was endorsed by the CEB for a working group to review the Standards of Conduct for the International Civil Service Commission. The working Group met in November and reviewed provisions relevant to ensuring a respectful and inclusive workplace, and the prevention of harassment, sexual harassment, discrimination, and abuse of authority.

106. For more information see the [Annual Report on Corporate Policy, Processes and Measures on the prevention of Harassment, Sexual Harassment and Sexual Exploitation and Abuse](#) presented to the 171st Session of the FAO Council, December 2022.

107. In terms of results for this output, the following KPI was included in the HR Strategic action plan 2020-2022. Employee Satisfaction Survey 2022 result for agreement to statement 'FAO has effective policies, processes and procedures to address harassment and other unacceptable behaviour'. The results showed an increase from the 2019 E2S baseline of nine percent, from 64 percent to 73 percent, 3 percent above the target of 70 percent.²⁶

KPI data	
Gender parity	Baseline Dec 2019, P-1 to P-5: 44% Target-2022 : Parity Result Dec 2022: 46% Baseline Dec 2019, D-1 and above: 25% Target 2024: Parity Result Dec 2022: 28%
Geographic representation	Target: Maintain the percentage of equitably represented countries at 75% or above Result Dec 2022: 76%
E2S survey question 'FAO has effective policies, processes, and procedures to address harassment and other unacceptable behaviour'	Baseline 2019/20 E2S: 64% employees in agreement Target 2021/22: 70% Result Dec 2022: 73%

I.4. Safe and healthy work environment

I.4.1. Key outputs

Employee wellbeing

108. The momentum of effective HR responses to the COVID-19 pandemic continued in 2022 along with a focus on building a culture of holistic employee health. Well-being benefits were expanded in 2022 such as free online counselling sessions and negotiated free-of-charge subscriptions for virtual counselling, along with the promotion of well-being apps and management training on empathic leadership. The aim of activities continues to be the enabling of a healthier FAO global workforce, and to guide and support managers as they prioritize the well-being of their teams, for example through the FAOR briefing programme.

109. This ***focus on psycho-social health emphasizes prevention and wellness*** to help personnel build psychological resilience amidst challenging environments. FAO Medical Services has invested

²⁶ Target was determined in consultation with CultureIQ (the external provider that administered FAO's survey), based on the percentage increase of survey scores which CultureIQ has observed in other large organizations, and input from the Inspector General at that time. This percentage covers respondents who strongly agree/agree. Neutral responses are not included.

in resources to identify, assess, manage and monitor the psychological risks associated with work environments, and staff counsellors were recruited to provide training to managers in Arabic, English, French, and Spanish.

110. In 2022 a pilot of the International Employee Assistance Programme (IEAP) was successfully launched. Active BMIP and MICS²⁷ participants, and their dependents, are eligible to receive free psychological help (available any time or day), and information on mental health issues, in more than 200 languages. In addition to the FAO Medical service counselling offerings, the IEAP complements the Telehealth²⁸ services available to employees and their families. Increased resilience, improved employee engagement, and reduced absenteeism due to sickness are all potential outcomes of such a programme.

Improved contract management of FAO's medical insurance plans

111. Following the FAO Advisory Committee on Medical Coverage (FAC/MC)'s endorsement, work is now occurring on the renewal of the BMIP/MMBP and MCS/MCNS medical insurance coverage contracts for the 2023-2024 biennium. Changes are being implemented to improve the ***effective administration and long-term sustainability of the medical plans***.

112. For more targeted monitoring of the plans, new contracts will include added KPI and revisions and enhancements of contract provisions. For example, medical check-ups every two years for early identification of health issues, avoiding long-term future medical costs. Terms of Reference were developed to assess the financial performance and operational procedures of medical plans, and a procurement process for external specialist consulting services to help with monitoring and management has also been started.

113. In addition to existing proactive cost-containment measures in place, investigations were made into the possibility of using and/or integrating national health schemes into FAO's medical insurance plans. This would improve long-term financial sustainability by addressing some of the potentially high-cost individual cases.

114. Considerable progress was made in ***updating the FAO Manual Sections*** on medical and life insurance plans. These now reflect and communicate the streamlined claim processes, and enhanced benefits and coverages available to employees.

Innovation and application of behavioural science to improve administrative and operational work

115. The Social Security team collaborated with the Office of Innovation (OIN) to secure a UN Behavioural Science Fellowship, a pilot programme offered by the Executive Office of the UN Secretary-General to improve administrative and operational outcomes.

116. The pilot project used behavioural science to ***improve attendance at information sessions about compensation benefits for work-related illnesses, injuries and death***. These sessions had modest attendance (about 300 people) hence few employees knew about or understood the plans, resulting in low take-up and heavy demand on HR employees to provide ad-hoc guidance. After researching why employees were not attending (low awareness, overly complex information, lack of time, belief that service-incurred illness is rare), the team designed and implemented a field trial. This tested the difference between communicating about the training via "business as usual" channels (complex information via intranet, emails), and behaviourally informed calendar invites leveraging clarity, personalization and motivational messaging.

117. The pilot included a range of behaviour-based interventions to address the low attendance rate and as a result, the intervention proved to be highly effective with 1 947 colleagues attending the training, helping increase understanding of compensation benefits. People who received the behaviourally informed invitations were almost ten times more likely to attend (19 percent attended)

²⁷ FAO's basic medical insurance plan for staff, and the medical insurance coverage scheme for eligible locally recruited staff in the National Professional Officer and General Service category

²⁸ Video or telephone access to Doctors around the world for non-emergency health issues.

than those with the “business as usual” communications (only 2 percent attended). Colleagues from 148 countries joined the session.

118. Lessons learnt and findings from this pilot study are being incorporated into the HR Social Security training in 2023.

Digitalizing Pension Fund operations

119. ***Completely paperless and digitally streamlined Pension Fund processes*** were set up with the United Nations Joint Staff Pension Fund (UNJSPF). A robust analysis of FAO data took place to effectively integrate data with the UNJSPF interface and database, minimizing errors, inconsistencies, and discrepancies. Monthly management of the UNJSPF interface and database for the submission of HR data and financial contributions was successful and prompt.

120. In addition, FAO will be the first large-medium sized UN organization to implement an advanced financial user interface database by 2022-2023, based on agreement between the Staff Pension Committee (SPC) Secretariat and the UNJSPF. Streamlining the Organization’s financial reporting process and automating several manual processes, will be a key part of this initiative.

121. The Pension Self Service portal for members was promoted to staff and retirees, and outreach events and training occurred to promote the benefits of adopting a digital Certificate of Entitlement as part of the separation process. Ninety-eight percent of separated employees gave digital certificates and forms in 2022, which was among the highest rate in the UN system.

B. REPORTING ON OUTCOMES, OUTPUTS AND ACHIEVEMENTS FOR 2022

II: Change management - Stakeholder-centred communications, reporting and tools that enable timely, comprehensive adoption and implementation of HR strategic actions, products, and services (Outcome 2 of HR Strategic Action Plan 2020-2022)

II.1 Key outputs

Communications, and two-way engagement with employees globally

122. In line with the E2S Corporate action plan, ***communications and two-way engagement with employees*** have continued to be a focus throughout 2022. Modalities for engagement and communication, introduced as part of culture change by the Director-General, have continued to be successfully used and are now an established part of the Organizational culture.

123. An all-employee global Town Hall took place in December 2022, a well-attended event which enabled the Director-General, CSH Director, and other senior leaders to engage with employees directly, answer questions from participants, and share views transparently. Throughout 2022 the Director-General once again took regular opportunities at a range of fora to communicate informally with employees and exchange views, for example, at the 25 Year Medal ceremony in February, at the event to officially thank the Organization’s Crisis Management Team in June, at the World Food Forum in October, and at the Employee Recognition Awards in December. The Women’s Committee, chaired by Maria Helena Semedo, Deputy Director-General, continued to be a place for employees to engage and pro-actively communicate on a range of issues, as was the Youth Committee chaired by Máximo Torero Cullen, Chief Economist.

124. Consultations and engagement with the SRBs occurred through the monthly Staff Management Consultative Committee (SMCC), the Advisory committee on Occupational Health and Safety (OHS), the FAO Advisory Committee on Medical Coverage (FAC/MC) and the Staff Pension Committee (SPC). SRBs also spoke at the FAO Council in June. In August 2022, the Director-General appointed the CSH Director as Chair of the SMCC and of the FAC/MC.

125. In April 2022, FAO agreed to join the inter-organizational cost-sharing model for elected officers of the Federation of International Civil Servants’ Associations (FICSA). Both of FAO’s

SRBs, the Association of Professionals in FAO (AP-in-FAO) and the Union of General Service Staff (UGSS), are members of FICSA and as such, employees of FAO that are SRB representatives are regularly released to attend conferences on staff matters.

126. Where employees needed to be ***prepared and ready to take up changes*** or new actions, ***pro-active people-centred approaches*** continued to be a focus in 2022. This began in January with the return to working at the office for over 3 000 headquarters employees. This change was supported through dialogue and briefings with managers to exchange opinions, gather feedback, and make sure they were fully informed, prepared, and equipped to lead this. Eleven internal FAO news articles were published to supply official guidelines, links to resources, updates, and knowledge sharing among colleagues to communicate about, and prepare staff for, returning to their offices globally.

127. In addition, another 66 intranet news articles on other HR related matters were published (more than triple the number in 2021), along with 14 new Administrative Circulars updating staff on changes. Quarterly newsletters on learning offerings, ad-hoc briefings with the Senior Management and their teams including FAORs, and updates on the CSH internal website, all continued throughout 2022.

128. The practice of interactive webinars, training, and Town Halls for all employees on HR specific topics was also continued. These provided knowledge, skills and an opportunity for two-way communication in areas such as preparing for retirement, prevention of fraud, medical and insurance coverage, the Pension Fund, mental health support, building a respectful workplace, and ethics. In September, an HR briefing and Q&A session was provided as part of a Town Hall for all employees in the Regional Office for the Near East and North Africa (RNE).

Audits and risk management

129. CSH was actively involved in audits and related activities throughout the year. All outstanding internal and external audit recommendations were monitored, and progress and implementation reported within a comprehensive tracking log. Most outstanding audit recommendations for CSH will be addressed in 2023 through the new recruitment and selection guidelines for the Affiliate Workforce (NSHR) and staff, both in the final rounds of review.

130. Participation in several internal audits occurred in 2022 and reports with recommendations for HR received. These included the Audit of Staff Entitlements (AUD0222), Audit of Payroll Controls (AUD0822), and Audit of the Medical Insurance Coverage for Supernumeraries Plans (AUD1122). CSH also reported to the Oversight Advisory Committee (OAC) on progress on all its activities in the HR Strategic Action Plan 2020-2022 and contributed to the internal control mechanisms and corporate risk management exercises.

131. In October 2022 the new Country Office Management and Monitoring Indicators Tool (COMMIT), was implemented to facilitate the monitoring and oversight of Country Offices. CSH looks forward to availing of the HR-related opportunities for monitoring and oversight provided by this new tool.

132. In 2022 extensive work was conducted in contributing to various Joint Inspection Unit of the United Nations System (JIU) reports. Contributions were supplied for reports on racism and discrimination, flexible working arrangements, ethics, mental health and well-being, internal justice mechanisms, and medical insurance plans. CSH also participated in the UN annual survey on reporting of sexual harassment organized by the CEB Task Force on Addressing Sexual Harassment.

Streamlined HR decision making

133. In March 2022, Appendix D to the FAO Administrative Manual Section 119 – Delegations of Authority, was reinstated. This important reissuing allows many HR administrative decisions to be delegated from the Senior Management, streamlining processes and improving administrative efficiency, while ensuring adequate risk management. This appendix will continue to be added to as part of the ongoing work to streamline decision making and decrease bureaucracy.

134. Streamlined decision making, as one of the seven Guiding principles in the HR Strategic Action Plan 2020-2022,²⁹ is carefully considered in the design of all policies and reviews, such as the teleworking pilot introduced in March, and the Job Classification guidelines issued in September.

UN collaboration

135. Finally, ***collaboration with the UN system***, including the Rome-based Agencies, has continued as a major focus for effective HR management and operationalization. Leveraging of resources, for example in the areas of learning and performance and social security occurred throughout 2022. The HR team is also an active participant in the CEB/HR Directors Network, sharing knowledge and expertise, and aligning practices, including on the COVID-19 response and return to office initiatives, the continued vaccination and medical evacuation (MEDEVAC) campaigns, and in exchanges with the International Civil Service Commission.³⁰

HR capacity

136. CSH undertook an internal realignment to better match its resources with the Organization's strategic business needs. The aim included being able to ***supply greater efficiencies in the delivery of HR services***, while allowing for more flexibility in the allocation of resources. Plans were shared with the whole CSH team and input invited from employees for any ideas on creating further efficiencies within the Division. Co-creation with employees for new configurations and transitioning of resources and work areas were key.

137. The first step of the realignment was the creation of a dedicated, stand-alone, HR analytics and systems team, and a strategic workforce planning and post management team. Both new teams will help the improved design, development, and delivery of HR tools and data, as well as workforce planning for 2023 and business model transformations of Decentralized Offices. Realignment of resources within the Recruitment team took place along with transition of resources, and areas of responsibility, to the HR Policy team. Lastly, transactional functions such as the review of Vacancy Announcements for the Affiliate Workforce (NSHR) (VA validation), as well as the management of Affiliate Workforce (NSHR) rosters (international), were successfully transitioned to the Shared Services Centre (CSLC).

138. CSH continued to build up the expertise and capacity of the HR team to fully serve the strategic business needs of the Organization. Specialists were recruited in HR policy, recruitment, learning, behavioural science, and workforce planning, along with young talent in the form of interns.

139. Regarding ***two-way communication and engagement within CSH***, management planning meetings continued in 2022 along with whole of CSH Town Halls that provided a forum for discussion and kept employees informed of strategies and developments. The volunteer 'HR4All' group, set up to create a sense of belonging despite remote working, continued to conduct monthly informal virtual meetings for all employees in CSH to share knowledge and to introduce newcomers. A new internal social media 'Yammer' group was set up for CSH employees, and along with the glass office doors installed in 2021, further encourages transparent, two-way communication and engagement with all employees.

²⁹ FC 183/4 - Human Resources Strategic Action Plan (fao.org) p.5

³⁰ See also CL 171/13 Progress Report on Rome-based Agencies collaboration

C. ANNEX - ANALYTICS AND WORKFORCE REPORTING, 31 December 2022**Table of Contents**

Please note that for the purposes of clarity some of the names of the tables below have slightly changed from the 2021 HR Annual report. However, data has been collected and presented in the same way and table numbers have not changed.

Table 1 - Workforce profile by employment category, funding, and location³¹Subtables

A - Numbers and locations of staff on Programme of Work and Budget posts (PWB)

B - Numbers and locations of staff on non-PWB posts

C - Numbers and locations of Affiliate Workforce (NSHR) on Regular programme funding

D - Numbers and locations of Affiliate Workforce (NSHR) on Trust funding (TF)

E - Total Workforce

Table 2 - Geographic representation of FAO Member Nations in the workforce by year**Table 3 - Gender representation in global workforce**Subtables

A - Percentage of female staff by category and location

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Table 4 - Vacant Professional PWB posts by units and locationSubtables

A - Vacant and occupied Professional PWB posts at headquarters (HQ)

B - Vacant and occupied Professional PWB posts in Decentralized Offices (DOs)

Glossary

³¹ In all tables any discrepancies in the percentages are the result of rounding of figures

A - STAFF MEMBERS ON PWB POSTS (REGULAR BUDGET)

Table 1 - Workforce profile by employment category, funding and location

Subtable A - Numbers and locations of staff on Programme of Work and Budget posts (PWB)

All locations (HQ and Decentralized Offices)	Number of staff	%
D and above	113	5
Professional	977	43
National Professional Officers	196	9
General Service	999	44
Total	2 285	100

HQ	Headcount	%
D and above	67	6
Professional	659	57
National Professional Officers	0	0
General Service	434	37
Subtotal	1 160	100
Decentralized Offices	Headcount	%
D and above	46	4
Professional	318	28
National Professional Officers	196	17
General Service	565	50
Subtotal	1 125	100

Subtable B - Numbers and locations of staff on non-PWB posts

All locations (HQ and Decentralized Offices)	Number of staff	%
D and above	17	2
Professional	603	62
Junior Professional Officers	37	4
National Professional Officers	66	7
General Service	250	26
Total	973	100

HQ	Number of staff	%
D and above	10	2
Professional	337	61
Junior Professional Officers	30	5
National Professional Officers	0	0
General Service	172	31
Subtotal	549	100
Decentralized Offices	Number of staff	%
D and above	7	2
Professional	266	63
Junior Professional Officers	7	2
National Professional Officers	66	16
General Service	78	18
Subtotal	424	100

Subtable C - Numbers and locations of Affiliate Workforce (NSHR) on Regular Programme funding

All locations (HQ and Decentralized Offices)	Number of staff	%
Consultants	878	26
Contractors (PSA.SBS)	314	9
National Project Personnel	355	11
National Contractors	1 208	36
Other ³²	585	18
Subtotal	3 340	100
HQ	Number of staff	%
Consultants	372	45
Contractors (PSA.SBS)	100	12
National Project Personnel	0	0
National Contractors	50	6
Other	303	37
Subtotal	825	100
Decentralized Offices	Number of staff	%
Consultants	506	20
Contractors (PSA.SBS)	214	9
National Project Personnel	355	14
National Contractors	1 158	46
Other	282	11
Subtotal	2 515	100

³² Full list of Affiliate Workforce (NSHR) categories available in Glossary

Subtable D - Numbers and locations of Affiliate Workforce (NSHR) on Trust Fund resources (TF)

All locations (HQ and Decentralized Offices)	Number of staff	%
Consultants	1 186	15
Contractors (PSA.SBS)	131	2
National Project Personnel	4 950	63
National Contractors	1 393	18
Other	248	3
Subtotal	7 908	100
HQ	Number of staff	%
Consultants	326	76
Contractors (PSA.SBS)	40	9
National Project Personnel	0	0
National Contractors	20	5
Other	44	10
Subtotal	430	100
Decentralized Offices	Number of staff	%
Consultants	860	12
Contractors (PSA.SBS)	91	1
National Project Personnel	4 950	66
National Contractors	1 373	18
Other	204	3
Subtotal	7 478	100

Subtable E - Total workforce

	Headquarters			Decentralized Offices			
Staff members ³³	PWB	non-PWB	Total	PWB	non-PWB	Total	Grand Total
D and above	67	10	77	46	7	53	130
Professional	659	337	996	318	266	584	1 580
Junior Professional Officers		30	30		7	7	37
National Professional Officers				196	66	262	262
General Service	434	172	606	565	78	643	1 249
Total Staff	1 160	549	1 709	1 125	424	1 549	3 258
Affiliate Workforce (NSHR)	RP	TF	Total	RP	TF	Total	Grand Total
Consultants	372	326	698	506	860	1 366	2 064
Contractors (PSA.SBS)	100	40	140	214	91	305	445
National Project Personnel				355	4 950	5 305	5 305
National Contractors	50	20	70	1 158	1 373	2 531	2 601
Other	303	44	347	282	204	486	833
Total Affiliate Workforce (NSHR)	825	430	1 255	2 515	7 478	9 993	11 248
Overall totals	1 985	979	2 964	3 640	7 902	11 542	14 506

³³ This table reports on staff (people not posts) distinguishing on the post type the staff occupies.

Table 2 - Geographic representation of FAO Member Nations in the workforce by year

Year	Non-Represented		Underrepresented		Equitably Represented		Over-Represented		Member Nations Total
	No. of Member Nations	%	No. of Member Nations	%	No. of Member Nations	%	No. of Member Nations	%	
31-12-2011	31	16	12	6	139	73	9	5	191
31-12-2013	40	21	17	9	130	68	4	2	191
31-12-2015	43	22	22	11	123	64	6	3	194
31-12-2017	24	12	17	9	149	77	4	2	194
31-12-2018	20	10	8	4	163	84	3	2	194
31-12-2019	7	4	8	4	177	91	2	1	194
31-12-2020	11	6	12	6	165	85	6	3	194
31-12-2021	17	9	12	6	155	80	10	5	194
31-12-2022	21	11	13	7	147	76	13	7	194

Methodology

The methodology for calculating geographic representation status of PWB posts was adopted by the Conference at its 32nd session in November 2003. All Regular programme-funded posts established in the PWB are included in the calculation of geographic representation status, except for the post of the Director-General and posts in Language services.

The mid-point of the Equitably represented status for each Member Nation is calculated by adding three factors – the Membership factor, the Population factor and the Contribution factor. The weight of the Membership factor is 40 percent of the base figure and is distributed equally among all Member Nations. The Population factor is related to the total population of all Member Nations and is distributed among Member Nations in proportion to their population. It is allotted a weight of 5 percent. The Contribution factor, accounting for 55 percent of posts, is distributed among Member Nations in proportion to the Scale of Assessments, adopted by the FAO Conference.

The upper and lower limits of the Equitable range is based on a flexibility of 15 percent upwards and downwards from the mid-point, but not less than 2.03 posts up and down, the upper limit being not less than 7.53 posts.

Table 3 - Gender representation in global workforceSubtable A - Percentage of female staff by category and location

	Headquarters			Decentralized Offices			
Category	% Female PWB	% Female Non-PWB	% Female (any fund)	% Female PWB	% Female Non-PWB	% Female (any fund)	% Female (any location, any fund)
D and above	34	40	35	17	14	17	28
Professional	54	56	55	41	17	30	46
APO		67	67		57	57	65
NPO				43	35	41	41
General Service	70	78	72	62	67	63	67
Total staff	59	63	60	51	29	45	53

Subtable B - Percentage of female Affiliate Workforce (NSHR) by category and location

	Headquarters			Decentralized Offices			
Category	% Female RP	% Female TF	% Female (any fund)	% Female RP	% Female TF	% Female (any fund)	% Female (any location, any fund)
Consultants	56	60	58	41	34	37	44
Contractors (PSA.SBS)	49	48	49	40	43	41	43
National Project Personnel				34	33	33	33
National Contractors	72	65	70	43	36	39	40
Other	71	80	72	54	31	45	56
Total Affiliate Workforce (NSHR)	62	61	62	43	33	36	39

Table 4 - Vacant Professional PWB posts by units and locationSubtable A - Vacant and occupied Professional PWB posts at headquarters (HQ)

	Division/Unit	Total PWB Posts (GRMS)	Posts Occupied	Posts Vacant	Vacancy Statistics %
Units reporting to the Director-General	Office of the Director-General	10	9	1	10
	CSG	31	18	13	42
	ETH	2	2	0	0
	LEG	21	18	3	14
	OCC	45	37	8	18
	OED	8	7	1	13
	OIG	23	23	0	0
	OMB	1	1	0	0
	OSG	3	3	0	0
	OSP	24	20	4	17
Units reporting to Director-General Total		168	138	30	18
Office of the DDG-Thomas	Office of the DDG	6	6	0	0
	CSF	27	22	5	19
	CSH	26	19	7	27
	CSL ³⁴	39	28	11	28
	OER	2	1	1	50
Office of the DDG-Thomas Total		100	76	24	24
Office of the DDG-Semedo	Office of the DDG	3	2	1	33
	CJN	7	7	0	0
	CJW	12	12	0	0
	NFI	76	55	21	28
	NFO	43	38	5	12
	NSA	25	22	3	12
	NSL	19	13	6	32

³⁴ The CSL division includes posts located in the Shared Service Centre, Budapest

	OCB	23	18	5	22
Office of the DDG-Semedo Total		208	167	41	20
Office of the DDG-Bechdol	Office of the DDG	3	2	1	33
	NSP	40	36	4	10
	PSR	19	16	3	16
	PSS	9	7	2	22
	PST	6	5	1	17
	PSU	22	18	4	18
Office of the DDG-Bechdol Total		99	84	15	15

Subtable A - Vacant and occupied Professional PWB posts at headquarters (HQ) continued

Group	Division/Unit	Total PWB Posts (GRMS)	Posts Occupied	Posts Vacant	Vacancy Statistics %
Office of the Chief-Economist	Office of the Chief-Economist	8	3	5	63
	CFI	79	50	29	37
	CSI	42	33	9	21
	ESA	26	19	7	27
	ESF	16	15	1	6
	ESN	30	27	3	10
	ESP	32	27	5	16
	ESS	31	25	6	19
	EST	40	31	9	23
	OCS	2	2	0	0
	OSL	2	2	0	0
Office of the Chief-Economist Total		308	234	74	24
Office of the Chief-Scientist	Office of the Chief-Scientist	2	1	1	50
	OIN	8	6	2	25
Office of the Chief-Scientist Total		10	7	3	30
HQ Total		893	706	187	21

Subtable B - Vacant and occupied Professional PWB posts in Decentralized Offices (DOs)

Regional, Subregional and Liaison Offices	Africa	74	62	12	16
	Asia and the Pacific	63	45	18	29
	Europe and Central Asia	32	26	6	19
	Latin America and the Caribbean	51	39	12	24
	Near East and North Africa	38	27	11	29
	Liaison Offices	13	11	2	15
Regional, Subregional and Liaison Offices Total		271	210	61	23
FAO Representations (FAOR)	Africa	24	18	6	25
	Asia and the Pacific	12	11	1	8
	Europe and Central Asia	5	1	4	80
	Latin America and the Caribbean	19	15	4	21
	Near East and North Africa	7	7	0	0
FAO Representations (FAOR) Total		67	52	15	22
DO Total		338	262	76	22
Young Professionals Programme (***)		25	11	14	56
Grand Total HQ + DO + YPP		1256	979	277	22

*** Programme administered by CSH

Glossary

Affiliate Workforce (NSHR) contract types	
Consultants	COF.REG - Consultant on RP and TF COF.WOC - Consultant Without Compensation
Contractors (PSA.SBS)	PSA.SBS - Personal Services Agreements Subscriber
National Project Personnel (NPP)	
National Contractors	PSAs who are not SBS e.g. SSC - South-South Cooperation NAT -National EDI - Editorial TC - Technical Cooperation TRN - Translation and Revision
Other	Interns, Volunteers, Fellows, UN Volunteers, National Correspondents, Government-Provided Staff, Casual Labours, Conference Interpreters

Section 2: Recommendations and decisions of the International Civil Service Commission (ICSC) and United Nations Joint Staff Pension Board (UNJSPB) to the United Nations General Assembly (UNGA), including changes in salary scales and allowances

This section of the document informs the Members of the FAO Finance Committee of recent developments in the activities of the International Civil Service Commission (ICSC), as well as changes in the conditions of service of staff in the Professional, higher and General Service staff categories.

At its 77th Session in December 2022, the United Nations General Assembly (hereafter referred to as the General Assembly) adopted draft resolution A/C.5/77/L.21, regarding the United Nations common system.

The General Assembly decided to amend Articles 10 (b) and 11 (c) of the ICSC statute as follows:

Article 10

The commission shall make recommendations to the General Assembly on:

...

(b) The salary scale and the value of the post adjustment multiplier for staff in the Professional and higher categories

Article 11

The commission shall establish:

...

(c) The post adjustment applicable to each duty station.

The General Assembly specified that these amendments were made for clarification purposes and did not alter the Commission's authority or affect the current operational reality. It reaffirmed the authority and competence of the ICSC to establish post adjustment multipliers for duty stations in the common system under Article 11.

The General Assembly called on all organizations that had not done so to implement the post adjustment multipliers established by the Commission, based on the results of the 2021 baseline Cost-of-living surveys, and called upon all organizations to implement all future post adjustment multipliers established by the ICSC.

1. Decisions regarding conditions of service applicable to both categories of staff (Professional and higher, and General Service)

Framework for contractual arrangements

The General Assembly requested the Commission to conduct a system-wide survey to assess factors affecting workforce retention, and to submit the results and analysis of the survey to the General Assembly in its 79th Session.

Review of the standards of conduct for the International civil service

The Commission decided to undertake a revision of the current ICSC standards of conduct for the International civil service to ensure that they continue to meet the needs of the organizations. It was also decided to form a working group, composed of members of the Commission, representatives of

the organizations and Staff federations, to examine the current ICSC standards of conduct and make proposals for their revision.

Parental leave

The Commission decided to:

- replace the current Maternity, Paternity and Adoption leave provisions with a Parental leave provision of 16 weeks for all parents;
- provide an additional period of ten weeks for birth mothers to meet specific pre- and post-natal needs.

The General Assembly welcomed the establishment of the new Parental leave framework, requested the Secretary-General to implement the framework in the Secretariat of the United Nations within existing resources exceptionally for the year 2023, and encouraged executive heads of other organizations to follow such practice.

The General Assembly requested the Commission to submit to the General Assembly at its 80th Session an assessment and review of the implementation of the Parental leave framework, with a detailed analysis of utilization data, staff satisfaction, expenditures, the incentive function of the new framework, and its impact on the workforce in the common system, in particular in terms of job attractiveness and workforce retention.

It is within the authority of the Director-General to amend the Staff Regulations to give effect to decisions of the ICSC, pursuant to General Rule XL(4) and Staff Regulation 301.12.2. The amended Staff Regulation 301.6.2 will read as follows, with the word ‘maternity’ being replaced by ‘parental’:

‘The Director-General shall establish a scheme of social security for the staff, including provisions for health protection, sick leave, and ~~maternity~~ parental leave, and reasonable compensation in the event of illness, accident or death attributable to the performance of official duties on behalf of the Organization.’

Multilingual workforce

The Commission decided to request its Secretariat to continue to study the issue of multilingualism as an important element of workforce diversity. It was also decided to include multilingualism in the current review of its framework for Human Resources management.

The General Assembly recognized that multilingualism strengthens the workforce diversity and welcomed the inclusion of multilingualism in the work programme of the ICSC, further noting that the language incentive will be considered within the next comprehensive review as a measure to promote multilingualism in the common system.

Standards of accommodation for air travel

The General Assembly reaffirmed that the commission shall establish standards of travel under article 11 (b) of the ICSC statute and requested the Commission to reconsider the pilot standards of accommodation for air travel, taking into account the provisions of resolutions of the General Assembly on standards of accommodation for air travel and further requested it to report on this subject in the context of the Commission’s next report.

2. Conditions of service for staff of the Professional and higher categories

Comprehensive review of the compensation package for the United Nations common system

The General Assembly requested the Commission to provide at the Assembly's next session a detailed outline of its approach to the next comprehensive review, including the structure, parameters and timelines. According to the five-year cycle for the comprehensive review of the compensation package, the next report is expected by autumn of 2026.

Base or floor salary scale

The General Assembly approved a 2.28 percent adjustment of the unified base or floor salary scale as recommended by the Commission. The updated salary scale is effective as of 1 January 2023, together with the revised pay protection points for previously existing steps. As a result of the increase in the base or floor salary, the post adjustment multipliers will be consolidated on a no-gain and no-loss basis with effect as of 1 January 2023.

Evolution of the margin

The General Assembly reaffirmed its understanding that the net remuneration margin would be maintained at a level around the desirable midpoint of 115. It recalled its decision that the Commission should take appropriate action through the operation of the Post adjustment system if the margin trigger levels of 113 or 117 were breached. The margin for the calendar year 2022 was estimated at 113.9.

Children's and Secondary dependents' allowances

The General Assembly invited the Commission to further refine the structure of the children's and secondary dependent's allowances, and to review the feasibility of applying a means-tested methodology, and report thereon to the General Assembly in 2023. The General Assembly approved, as a compensations measure, the allowance for children with disabilities in the amount of USD 6 645 per annum until the children's and secondary dependent's allowances are further adjusted.

Review of the implementation of the recruitment incentive

The Commission decided to review the incentive for the recruitment of experts in highly specialized fields at the time of the next comprehensive review requested by the General Assembly. The Commission also decided to request the Organizations to continue reporting on the recruitment incentive implementation to the Commission every two years, until the comprehensive review of the compensation package by the General Assembly is undertaken.

Post adjustment issues

The Commission decided:

- to approve the use of the survey data collected for New York as a base for cost-of-living comparisons with all other duty stations;
- to approve the results of the 2021 baseline Cost-of-living surveys conducted in all headquarters duty stations (Geneva, London, Madrid, Montreal, Paris, Rome, and Vienna), and Washington, D.C., as recommended by the Advisory Committee on Post Adjustment Question;
- that the results of all baseline cost-of-living surveys be implemented on 1 August 2022, taking into account inflation and exchange rate fluctuations between the survey date and the date of implementation of the results, in accordance with the new system of operational rules.

3. Conditions of service in Decentralized Offices (field locations)

Hardship allowance and mobility incentive

The General Assembly invited the Commission to assess their calculating methodologies based on the outcome of the next comprehensive compensation review.

The General Assembly reiterated its encouragement to the organizations of the United Nations common system to consider the application of alternative administrative measures, including non-financial incentives, to promote staff mobility, and linking mobility to staff development and career progression, to the extent possible.

4. Conditions of service for General Service staff and other locally recruited employee categories - review of the General Service staff salary survey methodologies

Considering the recommendation of the working group and the requests from the General Assembly, the Commission decided to approve the revised methodologies I and II for application in the eighth round of surveys. A pilot project for external data will be implemented at all duty stations.

With respect to national civil service employers, the following approach will be adopted:

- the national civil service should be represented by a mainstream national ministry (e.g. Treasury, Finance, Interior, Foreign affairs, or a similar ministry);
- the requirement of retaining a national civil service employer should be maintained at methodology I and designated methodology II locations;
- given the experience of the seventh round of surveys, the current weight given to the national civil service employer should be maintained, but its effects should continue to be monitored and reviewed upon the completion of the survey round.

5. Information on the United Nations Joint Staff Pension Fund (UNJSPF or ‘the Fund’)

On 29 July 2022, the United Nations Joint Staff Pension Board (hereinafter referred to as ‘the Board’) held its 72nd in-person Session in Vienna,³⁵ following two Board sessions held in February and April 2022 using a virtual modality. The Board considered a wide range of issues related to investment as well as actuarial, governance, administrative, financial, audit, and benefits system matters.

Investment of UNJSPF Assets

Superior performance of the Fund in 2020 and 2021 resulted in a funding ratio improvement from 107.1 percent on 31 December 2019 to 117 percent on 31 December 2021. The market value of the Fund was USD 91.5 billion as of 31 December 2021. As a result, the Fund performed above the institutional benchmark and the 3.5 percent real rate of return over the long-term was exceeded for the 1 year, 3 year, 10 year, and 50 year periods. The superior performance of the Fund has provided a buffer to navigate challenging times in the financial markets.

Actuarial Valuation of Fund

The actuarial valuation of the Fund as of 31 December 2021 showed an actuarial surplus of 2.3 percent of pensionable remuneration and a funding ratio of 117 percent, confirming that the Fund is well resourced. The population that the Fund serves continues to grow, and retirees and beneficiaries are living longer across all age groups. This increases the need for services required to support the growing population.

³⁵A/77/9 Report of the United Nations Joint Staff Pension Board

In July 2022, the Board stressed the importance of the Fund continuing to achieve the 3.5 percent real rate of return over the long term for future solvency. The Board also took note of the lower rate of retirees electing lump sum commutation and observed that this reflected a desire of retirees to receive benefits in the form of an inflation-protected annuity, and further reflected confidence in the ability of the Fund to deliver these benefits.

Governance

Significant changes were initiated and continued at the request of the General Assembly to assist the Board in effectively administering the Fund in the coming years (e.g. a self-evaluation survey, shorter meetings with limited attendees, updated terms of reference for the Board and new terms of reference for the following committees - Fund Solvency and Assets and Liabilities Monitoring Committee, Budget Committee, and the Succession Planning and Evaluation Committee, as well as a revision of the Ethics policy). The Board will continue monitoring progress, made in this regard, and reporting back to the General Assembly.

Administration

The Chief Executive of Pension Administration reported to the Board that over 90 percent of initial separation cases continue to be processed within 15 business days from the date of receipt of the complete required documentation, despite an increase in the volume of separations since the beginning of 2022. The Cost-of-living adjustment for the US dollar track applied as of 1 April 2022 was the highest since 1980 (8.6 percent). The Fund's call centre is experiencing higher workloads than in previous years, and a range of options, including the possible expansion of call centre services to 24 hours for 5 working days a week, are being considered to address the situation.

Administration of the pension benefits was supported by a focus on digitalization and eLearning to simplify and modernize pension services. In 2023, the Pension Administration plans to further leverage technology to drive efficiency and improve service including:

- deployment of a Customer Relationship Management systems solution;
- digital capture of pension forms in the Member self-service portal;
- separation notification pilot interface project with the United Nations;
- automation of signature recognition on forms; and
- additional financial interfaces with Member Organizations.

Budget Proposal of Pension Administration

The priorities of the 2023 Administrative budget proposal for the Pension Administration are to:

- grow the client base and focus on their service needs;
- be able to respond to geopolitical challenges;
- continue to transform the Fund into a digital and data-driven organization; and
- prioritize risk management.

Overall, the 2023 administrative budget of the Fund is conservative, decreasing by 0.5 percent before re-costing. In terms of staffing, the 2023 budget proposal includes the second phase of conversion of General Temporary Assistance (GTA)-funded positions to fixed-term positions, given the core and continuing nature of the associated functions.

Ten new posts are proposed in the 2023 budget by the Chief Executive of Pension Administration to address capacity gaps and resourcing priorities. To highlight the risk profile across the Pension Administration concerning risk and internal control matters, the creation of a Risk Management unit

and the upgrade of the Risk Management Officer post to Senior Risk Management Officer was endorsed by the General Assembly³⁶ in December 2022.

Audit Update

Several recommendations resulting from a technical review conducted on the Pension Fund administration system have been implemented. 22 audit recommendations made by the Office of Internal Oversight Services (OIOS) of the United Nations were closed over the past 12 months and no audit recommendations have been outstanding for more than one year. The Board of auditors provided its report on the Fund's financial statements and 10 out of 15 open recommendations were closed.

Improvements to Fund Benefits System

In July 2022, at its 72nd Session, the Board considered amendments to the Fund's Regulations and Administrative Rules in line with its approval at its 69th Session of a cost-neutral measure for restoration in the case of deferred retirement benefits. It recommended that the General Assembly approve the related amendments to the Regulations to allow for restoration in the case of deferred retirement benefits. In December 2022, the General Assembly approved the proposed amendments to allow for the restoration of all or partial contributory service in the case of deferred retirement benefits and the proposed new Article 24 bis to include in the Regulations of the Fund the restoration of prior contributory service in the case of deferred retirement benefits.

In July 2022, the Board approved amendments to the Administrative Rules to allow for the utilization of electronic forms and other electronic means in cases where participants, retirees and other beneficiaries are required to submit instructions, requests, and appeals in writing. In such cases, electronic submissions would have the same authority as those submitted in writing.

6. FAO/WFP Staff Pension Committee (SPC)

Six members were nominated, representing the three constituencies, to participate in the Pension board sessions. FAO and WFP SPC members were active and effective at Board level and in the committees and working groups.

The SPC held 11 Disability review and policy meetings in 2022 with tremendous support from its Secretariat. Members also discussed UNJSPF policy issues and explored methods for organizing the election of representatives of staff members participating in the UNJSPF in an effective and timely manner.

³⁶ A/RES/77/258