

Statement by Ms. Catherine Pollard, Under-Secretary-General DMSPC to the First Part of the Resumed 75<sup>th</sup> Session of the Fifth Committee on Human resources management (Agenda item 146)

Mr. Chairman, Members of the Committee,

Thank you for the opportunity to present the reports of the Secretary-General on human resources management, which consist of the Overview of Human Resources Management Reform (A/75/540); the New Approach to Staff Mobility (A/75/540/Add.1); the Composition reports comprising of staff demographics and the gratis personnel gratis personnel, retired staff and consultants and individual contractors contained in A/75/591 and Add.1; and the report on the Practice of the Secretary-General in disciplinary matters and cases of possible criminal behavior (A/75/648).

I would like to begin with the Overview report (A/75/540) which features the overarching, coherent framework of the human resources reforms, highlighting how the organizational-specific and broader circumstances have influenced the reform agenda of the Secretary-General and how the different human resources management components integrate, influence one another, and support the achievement of the reform end goals.

Rapid and radical global changes are reshaping organizations and the sphere of human resources at an accelerated pace. Organizations are compelled to drive towards greater diversity and inclusion in the workplace; employee engagement; workforce agility and continuous learning. For the United Nations, at its 75th anniversary, the evolving mandates and changes in our external environment require us to develop a mobile, adaptable workforce equipped with the skills and knowledge to readily meet future challenges and ensure that we can continue to serve the peoples of the world.

The present report highlights the influence of both Organization-specific concerns and broader contexts on the human resources reforms. The achievements and results of the reforms are emphasized, rather than the inputs and activities that were required to put them in place.

In order to put the human resources reform efforts into perspective, linkages between the organizational environment and the Secretariat's human resources system are outlined. The three strategic, longer-term outcomes – **agility, diversity and accountability** – that the reforms will ultimately achieve are articulated. Progress towards the attainment of each reform outcome in the period 2019–2020 is described under 'human resources result' areas that provide information about the overall strategy and the major developments to date. Last, the report presents the way ahead and priorities for the near future.

Mr. Chairman, Members of the Committee,

I am also pleased to present to you the report of the Secretary-General entitled "New Approach to Staff Mobility: Building an agile Organization through providing staff with learning and skill development opportunities on-the-job" (A/75/540/Add.1). Under the new approach, mobility is defined as a way for staff to benefit from the diversity and richness of the organizational mandates and duty stations in the Secretariat to acquire and develop skills to deliver on evolving organizational mandates through continuous learning and skill development.

The framework is anchored in the fundamental link between learning and skills development, on the one hand, and career fulfilment on the other. The aim is to articulate that achieving job impact and professional excellence must be the primary career driver in the Organization, thus closely linking career advancement with skills acquisition and development and, consequently, learning.

Previous efforts focused on geographic and functional mobility, while the new approach is geared towards geographical movement to ensure mandate delivery and opportunities for staff to gain broader experience through service across headquarters and non-headquarters locations.

The new mobility approach will be implemented on a gradual basis as currently serving staff retire and newly recruited staff join the Organization, in addition to the currently serving staff who opt-in. It should be acknowledged that the trajectory for full implementation of mobility is a long-term endeavor.

Mr. Chairman, Members of the Committee,

The Composition reports contain the demographic analysis of staff and the gratis personnel, retired staff and consultants and individual contractors of the Secretariat. In response to the request by the General Assembly and to assist Member States and legislative bodies to make better decisions regarding human resources management issues, for the first time the reports feature additional in-depth analysis of factors that have an impact on progress towards improving diversity in the Secretariat, which is one of the three expected outcomes of the human resources management reforms. This analysis focuses on key challenges and opportunities for the achievement of gender parity and geographical diversity – in terms of both geographical representation and regional group diversity – as per the targets established in the system-wide gender parity strategy and the Secretariat’s Geographical Diversity Strategy.

Simultaneously, efforts are underway to make most of the demographic information contained in the present report available to all Member States, through expanded online reporting. This will ensure that key demographic data would be accessible digitally, on a timelier and more continuous basis, and would also permit tailored analysis by Member States as needed.

Mr. Chairman, Members of the Committee,

Finally, the report on the Practice of the Secretary-General in disciplinary matters and cases of possible criminal behavior (A/75/648) will be the 18th such report, covering a reporting period from 1 January 2019 to 31 December 2019. The report provides an overview of the administrative framework, summaries of individual cases and information to better explain some of the considerations taken into account by the Secretary-General when disciplinary measures have been imposed. The report also provides statistics on the numbers and types of cases received during the reporting period, as well as the number and disposition of the completed cases.

Mr. Chairman, Members of the Committee,

Allow me to also draw your attention to the Secretary-General's Reports from the 73rd and 74th sessions, which are before you.

Contributing to the objective of ensuring a decentralized, agile, field-focused management paradigm for the effective and transparent management of human resources, the Secretariat has been progressing on many of the reform initiatives that were articulated in those reports.

Amendments to the staff regulations and rules were presented to ensure that decision-makers can employ a simplified regulatory framework that is aligned with the new management paradigm,

To advance agility, we completed a comprehensive review and update of the Secretariat's 20-year-old competency framework. We also overhauled the leadership and management development programs to align them with the delegation of authority and the UN system's leadership frameworks.

A new career enhancement framework is being developed to convey the principles, processes, tools and resources that will help staff achieve career fulfilment. A new performance management approach is at the development stage; it will focus on a different performance management culture with strong managerial accountability and more emphasis on team-oriented goals and ongoing feedback.

The geographical diversity strategy is providing a focused, systematic and deliberate approach to make progress in this important area.

You will also recall that in 2018, the Secretary-General requested that the General Assembly lift the barriers that hinder staff in the General Service and related categories from competing for positions at the Professional level. The proposal is to:

- (i) extend the principle of equal treatment of all applicants to positions at the Professional category at the P-2 (non-YPP) and P-3 positions to staff members in the General-Service and related categories, and in the Field Service category, up to the FS-5 level;
- (ii) eliminate the G-to-P element from the Young Professionals Programme (YPP) so that the positions subject to the system of desirable ranges at the P-1 and P-2 levels be exclusively filled by external candidates from underrepresented and unrepresented Member states.

The proposal to remove the barriers will not only alleviate some of the difficulties faced by such staff for their career enhancement and satisfaction, it will also contribute to our efforts to

improve equitable geographic representation when staff members from unrepresented and underrepresented countries are selected for professional posts.

Other pending proposals that impact the reforms include approvals of (i) amendments to the Staff Regulations and Rules (A/74/289); (ii) the guidance on the review of the desirable ranges updating the upper and lower limits to establish a more effective mechanism for ensuring equitable geographical distribution within the Secretariat (A/74/82-Desirable ranges); and (iii) increase in the earnings limit for retirees from \$22,000 to the current rate of a P4/VI (A/73/372/Add.1)

I hope that that General Assembly will consider the proposals favorably.

Thank you for your attention; I stand ready to answer any questions the Committee may have on the reports.