

ILO STAFF UNION

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ANNUAL GENERAL MEETING **FIRST SESSION**

11 February 2016

Programme and Strategy of the Staff Union **for the year 2016**

The first session of the Annual General Meeting will be requested to examine the attached proposal as per article 14(b) of the Staff Union Rules.

The attached Programme and Strategy of the Staff Union for 2016 will be open for discussion, modification and adoption.



Staff Union
of the International Labour Organization
Syndicat du personnel
de l'Organisation internationale du Travail
Sindicato del personal
de la Organización Internacional del Trabajo



Programme and Strategy of the Staff Union for the year 2016

Introduction

For the first time, this year's Programme and Strategy embarks upon a five-year period for which the Staff Union has set itself a number of goals to achieve in the build-up to the highly symbolic hundredth anniversary of its establishment in 1920. At a Global Meeting in October 2015, Staff Union representatives from 38 ILO offices around the world assembled in Geneva to consider, discuss and eventually agree upon the best way to mark this historic occasion. The outcome of their deliberations was embodied in a resolution in which the participants outlined their common VISION of the Staff Union, reaffirmed its MISSION – which, though implicit in the Union's Rules, needs to be constantly brought up to date – and outlined the OBJECTIVES and MEANS OF ACTION it aims to pursue in order to make that mission a success.

The Staff Union Committee is therefore pleased to present herewith its Programme and Strategy for 2016, which is the product of extensive discussions within the Union to ensure that it is in a position to tackle the increasingly numerous and complex challenges it faces. Clearly, a new strategy would be pointless if the Union did not have the support and endorsement of its members. That is why the Committee is particularly anxious that you should consider very carefully the pages that follow, in the sincere hope that it meets your expectations.

**OUR VISION, OUR MISSION,
OUR OBJECTIVES AND MEANS OF ACTION
2015-2020**

VISION

A global Staff Union that leads the process of transforming the ILO into a better workplace, by representing all staff as an equal and strong partner in social dialogue.

MISSION

We promote social justice and equality for all staff in order to have ONE ILO

by:

- mobilizing and organizing for an even stronger Staff Union;
- safeguarding and improving working and employment conditions for all ILO staff;
- negotiating fair and effective collective agreements.

Part 1 – Objectives and priority areas of action

Objective No. 1: **Improve industrial relations:**

- ✓ *Ensure effective implementation of the 2000 Recognition and Procedural Agreement,*
- ✓ *Improve the existing institutional framework to promote healthy and effective negotiations, and in transparency.*

Objective No. 2: **Job security:**

- ✓ *End precarious work,*
- ✓ *A fair contracts policy, including a redeployment mechanism.*

Objective No. 3: **Full social protection:**

- ✓ *Effective and efficient health care and pension funds,*
- ✓ *Unemployment insurance.*

Objective No. 4: **Fair and equal conditions of employment for all staff,** *without discrimination based on gender, type of contracts, grades, personal and/or family status and duty station.*

Objective No. 5: **A career development path for all:**

- ✓ *A fair and transparent performance appraisal system,*
- ✓ *A negotiated and adequate job classification process,*
- ✓ *A fair recruitment and mobility system,*
- ✓ *A transparent rewarding mechanism.*

Objective No. 6: **An even stronger Union:**

- ✓ *Maintaining and expanding our membership,*
- ✓ *Strengthening solidarity,*
- ✓ *Strengthening capacities,*
- ✓ *Improving operations, communication and coherence,*
- ✓ *Strengthening existing alliances with the international trade union federations.*

Objective No. 7: **Enhancing staff security, safety and health:**

- ✓ *Enhancing staff security, safety and health with particular focus on crisis response and conflict-affected countries.*

Part 2 – Means of action, by objective

I – Improve industrial relations

Objective: Restore the framework for maintaining sound industrial relations

Means of action

- Ensuring, from within the Joint Negotiating Committee (JNC), that every decision or proposal presented by the Administration is backed by the relevant data and has been the subject of consultation and/or negotiation.
- Appointment of a neutral, independent Chair for the Joint Negotiating Committee.
- Upgrading the negotiating skills of the staff's representatives.

II – Job security

A – Recruitment and selection

Objective: Take stock of the implementation of the collective agreement on recruitment and selection.

If necessary, propose adjustments to the procedures to the RAMC. They would aim at safeguarding the spirit and the letter of the Agreement, which seeks to promote mobility and career development, as well as motivation and job satisfaction of staff.

Means of action

- The SUC will continue to play an important role in the review of vacancy announcements. The SUC aims at ensuring fair job descriptions and real opportunities of career development.
- The role of the independent members of the technical panels is key for the success and equity of the recruitment procedures. Relationships with them have the purpose of sharing the working group's experience, providing practical guidance and developing materials to support fulfilling their responsibility. Independent members' feedback on their experience during 2015 would be of a great help. The Staff Union will reinforce the role of these independent members as it was foreseen in the collective agreement by filing complaints against the procedural flaws dealing with the composition of the selection panels.
- The SUC representatives will continue performing their role in the RAMC on the basis of a sound implementation of the recruitment and selection procedure and the principles of transparency, due process, fairness and equity.
- The SUC also aims at ensuring a good communication to staff on matters related to the new agreement on recruitment and selection procedures.

B – Contracts and employment security

Objectives: After having succeeded in meeting most of its objectives last year the group will focus this year on:

- obtaining tangible improvements for precarious staff. In particular, obtaining the implementation of short- and medium-term findings of the joint SUC-HRD Survey on TC staff;
- ensuring the regularization of as many precarious staff as possible;
- raising awareness of precarious staff on their basic rights and entitlements, based on the premise that the ILO Staff Regulations apply on an equal basis to all staff;
- defending the eligibility of staff in the titularization process and defending the latter as a permanent feature of the Organization;
- supporting the claims of interns: extend the representation of ILO interns in the field, provision of regular performance feedback throughout the internship cycle and periodical revision of the stipend.

Means of action

- Strategic use will continue to be made of legal action to ensure equal conditions of employment for all staff and managerial accountability, as well as the integration of different types of contracts in the ILO Regular Budget.
- Concrete data to be obtained from the Administration on the types of contracts given to ILO staff broken down by gender, grades and source of funding.
- Encourage the Administration in the publication of leaflets and organization of workshops, seminars and information sessions on the rights of TC staff.
- Strengthen coordination with other thematic groups on cross-cutting subjects such as: rehiring of retired officials and intergenerational solidarity; security of employment and performance management; regularization of staff through recruitment and selection and the impact of the new mobility policy on the above.

III – Full social protection

Objective: *Effective and efficient health care and pension funds*

Staff Health Insurance Fund (SHIF)

Means of action

- Requesting and insisting upon publication of the report of the working group on the SHIF.
- Monitoring the referendum on the changes in SHIF contribution rates.
- Monitoring and ensuring implementation of the measures announced by the Director-General to help the Fund carry out its duties.
- Maintaining close contact with the insured persons and with the Former Officials' Section on every issue relating to the Fund.

Pension Fund (UNJSPF)

Means of action

- Ensuring that participants' recommendations are taken into account in relevant decisions.
- Putting pressure on the administrations (ILO, UNJSPF) to ensure that the payment of pensions is assured from the date of retirement (delays of more than five months have occurred in the payment of some pensions).
- Monitoring closely the implementation of the UN General Assembly's decision regarding the age of retirement.

*IV – **Fair and equal conditions of employment for all staff**, without discrimination based on gender, grade, type of contract, personal and/or family status and duty station*

We all bring with us diverse perspectives, work experiences, life styles and cultures, which should be valued, respected and supported. The Staff Union Committee is committed to working to create a working environment where diversity and equality is respected and leveraged to improve organizational performance and work-life balance.

Objective: To contribute to the improvement of the working environment for all ILO officials through combating discrimination and promoting equality and diversity whilst facilitating the pursuit of a healthy work-life balance

Means of action

Building upon the success of the previous year and learning from the challenges faced, the Staff Union proposes continuing to work on special mechanisms/initiatives to facilitate inclusion and work-life balance, focusing on gender, equality and diversity.

More specifically, the working group will:

- Work with the Administration to develop a diversity and work-life balance charter/strategy.
- Provide guidelines and training on gender and diversity mainstreaming within all SUC work groups; starting with the recruitment and selection committee to improve gender parity and inclusion of people with disabilities in the recruitment process.
- Improve information on entitlements and services available under parental leave and return to work, including child and other care responsibilities.
- Finalize guidelines on nursing at work and completing the preparation of the nursing room at headquarters.
- Work with the team negotiating the new contracts policy to ensure that gender, equality and diversity issues are addressed.

- Develop a friendly "information pack" which will provide an overview of the work-life balance policy at the ILO.

V – A career development path for all

Personal promotions and reclassification

As a member of this joint body, the Staff Union will do everything to ensure that the machinery is transparent and equitable. It will push for clarification regarding the eligibility of staff who are being unlawfully excluded from the exercise, colleagues in the Tribunal, former precarious colleagues, and all others who, according to the applicable rules and GB decisions should be eligible.

Training policy and performance management

Objective: To ensure that staff concerns are taken into account in the ILO training policy and in the performance management system of the ILO and that policies are implemented in a fair and transparent manner

Specific objectives for the training policy:

- Request the Office to convene regular meetings of the Joint Training Council.
- Review and comment the ILO's training policy, the performance of the Staff Development Fund and the expenditure of the central training credits.
- Negotiate a training policy in line with the needs of staff.
- Strengthen mechanisms for the Staff Union to be consulted on the use of Staff Development Funds, regularly evaluating the impact of training expenditure, and promoting feedback from staff regarding implementation and assessing how proposed training programmes satisfy staff members' needs and requests.

Specific objectives for performance management:

- Have a clear feedback from staff regarding the implementation of the performance management system and assessing how the introduction of a new system has responded to the needs of staff.
- Negotiate changes that have been suggested as a result of a broad consultation process with the staff.
- Negotiate specific measures and a new procedure for staff working under TC programmes.

VI – An even stronger Union

A – Communication

Objective : To increase communication with staff on both current issues and progress achieved by the Staff Union, in close coordination with the thematic working groups

Means of action

- Issuing regular updates to staff via the website and social media and by other means.
- Using creative and inclusive channels of communication, such as the posting of weekly bulletins on latest developments.
- Updating and promoting the new Staff Union website.
- Developing new marketing materials for various campaigns, including member recruitment.

B – Membership, staff representation and training

After having recruited 218 new members in headquarters and the field in 2015, the group will focus this year on the following.

Objectives:

- Build an even stronger union, through recruitment of at least 200 new members in 2016 at headquarters and in the field.
- Support targeted recruitment and mobilization efforts in the field.
- Expand and renew the union steward network in ILO headquarters, through recruiting stewards in three new constituencies, and organize elections and strengthen the network of union stewards at ILO headquarters.
- Strengthen the capacity of staff representatives in the field and at headquarters to resolve problems and negotiate effectively with management.
- Advance the mission of the union steward network at headquarters, to promote, protect, and defend the interests of the staff at the constituency level, and to contribute toward building the ILO Staff Union.

Means of action

- Strengthen the capacity and relationships among the existing stewards in 19 constituencies at headquarters, through monthly meetings, both formal mini-trainings and informal coffee meetings, to boost the knowledge and confidence of stewards to represent staff at the constituency level.
- Maintain the Staff Union's systematic database that identifies gaps in membership, as a basis for a recruitment and internal organizing campaign.
- Support and deepen the Staff Union's engagement with staff at the constituency level, through organizing monthly café-croissant meetings in different ILO departments.

- Enhance the capacity of staff representatives in the field to recruit and communicate with members in a more systematic way, through establishing a strategic organizing plan in cooperation with the Titar Representative in the field.
- Develop the leadership capacity of union stewards according to areas of interest, such as co-facilitating café-croissant awareness-raising meetings with staff, and holding labour-management discussions at the constituency level.
- Promote awareness and implementation of specific policies through bi-monthly mini-trainings including but not limited to Harassment Prevention in the ILO, the Occupational Safety and Health Referral System, and Flexitime Procedure.
- Develop a user-friendly guide to help union stewards in their duties, including through updating the Staff Representatives' Training Manual, following the conclusion of the negotiation of the new Contracts Policy.
- Organize elections for union stewards in September 2016.

VII – Enhancing staff security, safety and health

Objective: To strengthen the network of union representatives knowledgeable and equipped with the means to defend the rights of staff concerning safety and health and well-being in the ILO

Means of action

- Support the implementation of the occupational safety and health (OSH) policy and procedure through active participation in the Committee on Safety and Health (COSH), and contribute to the timely implementation of the COSH action plan.
- Expand and support the network of Staff Union representatives in the field offices and focal points with an interest in and knowledge of security, safety and health issues through information and advocacy activities and technical assistance.
- Contribute to capacity-building among SU representatives and focal points by developing user-friendly guidance for OSH representatives on how to fulfil their OSH duties, and by contributing to the development of training materials and implementation of training activities.
- Ensure a staff voice in the Steering Committee for the building renovation so that the highest standards on staff safety and health and well-being apply during the renovation of the headquarters building, in consultation with Staff Union representatives, union stewards and focal points. Ensure that staff are kept informed of developments through communications and/or information sessions. Promote and support active participation in security measures.

Part 3 – Periodic or regular action

I – Resolving the problems facing non-headquarters staff

Objective: Continue and broaden information sharing and coordination between the various regions and headquarters, regarding:

- The continuation and development of information sharing.
- Coordination between the different regions and headquarters in the following areas:
 - the effective implementation of the new field structure;
 - recruitment and selection procedures through the implementation of the Recruitment, Assignment and Mobility Committee (RAMC);
 - the recurring question of slow SHIF reimbursements and the mobilization for the upcoming referendum;
 - the reclassification of positions in the field;
 - the establishment and effectiveness of independent review groups (IRG) for use in the field reclassification;
 - career prospects through the new mobility policy;
 - staff security in the field for all categories, from both the standpoint of harassment of health and physical security;
 - the fight against discrimination between international and local staff in terms of the safety and evacuation policies, including the rights and benefits linked to high-risk duty stations.

Means of action

- The new system of monthly discussions via Skype held regularly with all the regional representatives is now an effective reality that facilitates the sharing of experiences on the implementation modalities of the above priorities.
- Continuation of the census approach and sharing of good practices while pointing out irregularities, to enhance the participation and action of the Union in the negotiations in the various decision-making at headquarters.
- Implementation and monitoring of the new Staff Union circular on the organization of the structure of the Staff Union globally, and the periodic election of union representatives at headquarters and in field offices (adopted at the Global Meeting in October 2015).

II – Use of financial resources

Objective: Ensure maximum transparency in the use of financial resources

Means of action

- Examine the monitoring and follow-up process for all financial transactions.

- Pursue discussions with the Administration on the opening of bank accounts at duty stations where Union dues are deposited locally.
- Issue a Staff Union circular clarifying the financial powers and responsibilities of staff representatives in the field.

III – Support for ILO staff in the prevention and resolution of disputes

Objectives: After having succeeded last year in adopting a negotiated procedure on harassment complaints, this year action will focus on putting the new procedure into action and improving managerial accountability. In addition:

- Staff will be even better informed and aware of their rights and of ways to defend them.
- Legal action will be used strategically to improve compliance, end impunity for illegal practices and ensure equal conditions of employment for all staff.
- On-going support will be provided for the realization of the Staff Union Objectives 2015-2020 in the areas of industrial relations, job security, social protection, career development, staff security, safety and health, etc.

Means of action

- Legal support in the framework of negotiations with the Administration.
- Ongoing provision of legal advice to the SUC and individual staff members, in headquarters and in the field:
 - Technical assistance in the formulation of grievances to be presented to the dispute resolution bodies with the support of the Staff Union.
 - Advice to individual staff on options for conflict prevention and resolution, upon request, in the framework of individual cases.
- Organization of workshops, seminars and information sessions on specific legal subjects of particular interest of staff, e.g., the new procedure on harassment complaints and the functioning of the dispute resolution bodies like the JAAB.

IV – International

Objective: Stronger alliances at the international level

Means of action

- Pooling of know-how and resources in mobilization campaigns aimed at international federations of international civil servants.
- Revival of the "Geneva Group" so as to induce international organizations to be more responsive to the interests and needs of their staff.

- Encouraging staff representatives to join or establish local federations of UN staff associations (FUNSAs).

V – Miscellaneous

IRIS “Users” Forum

Objective: To be attentive to the IRIS roll-out in the ILO field offices – 2016 will be the year of the IRIS implementation in the Abidjan and European offices– and ensure that this change does not result in much deterioration in working conditions of employees

Means of action

- The Union will continue to participate as observer in all reviews of business processes resulting from the IRIS implementation. It remains also a focal point in case of some potential difficulties faced by staff during this phase of implementation.
 - The Union will insist on its demand that ongoing IRIS training be put in place at Headquarters and in external offices in order to provide adequate career development opportunities to General Service staff and stop the re-employment of retired officials.
-