

# ILO STAFF UNION

Publication:

<http://www.ilstaffunion.org/agm-firstsession-feb2018/>

SU/AGM/2018/1/D.2

22 February 2018

## **ANNUAL GENERAL MEETING** **FIRST SESSION**

**22 February 2018**

### **Programme and Strategy of the Staff Union** **for the year 2018**

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 2018 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 2018**



**Members of the SUC at Headquarters**  
**Membres du SUC au Siège**

 Harvey Aïdo-Yobo	 Indira Bernudez Aguilar	 Carlos Carrión Crespo	 Manuel Ospeides Ocampo	 Catherine Corne-Tiberghien	
 Dan Cork	 Siska Dubbert	 Laurence Dubois	 Elisabeth Pombuena	 Chantal Nahimana	
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**Members of the SUC in the Field**  
**Membres du SUC sur le Terrain**

<b>Africa</b>  Roger Mavinga Nkambu	<b>Americas &amp; Caribbean</b>  María Elena Lopez-Torres d'Ugarte	<b>Asia &amp; Pacific</b>  Razi Mughaba Haider	<b>Europe &amp; Arab States</b>  Rania Bikhazi	<b>Turin Centre</b>  Jesus Garcia Jimenez
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**Substitutes (based in Geneva)**

 José Tossa	 María-Marta Travieso	 Yoshie Noguchi	 Vera Gusava	 Enrico Cairoia
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The Staff Union Committee is pleased to present its Programme and Strategy for 2018.

### **For a strong, representative, united Staff Union**

As the ILO Staff Union embarks upon a new year, the international context it finds itself in is as deeply troubled as it is fraught with uncertainty. Indeed, the decisions the United Nations General Assembly adopted in December 2017 are very clear. The member States will maintain the pressure to reduce their contributions, and this is bound to have repercussions on the ILO's activities and staff in the course of 2018, whether at headquarters or its duty stations. The structural reform announced by the United Nations, which means that the pooling of both resources and services will inevitably modify – if not endanger – our own Organization's DNA, demands that the Administration be quite clear about its position on the issue.

The recently published findings of the latest salary surveys show just how urgent it is that the administrative body responsible for the United Nations common system be overhauled.

For our staff representatives the challenges ahead are especially important. So long as working methods that have no place in an international public service continue to creep up on us, so long as every blink of a staff member's eye is seized upon to cut costs in one way or another and so long as the Organization is more interested in an academic elite than a team of tried and tested officials to do its work, the ILO is liable quite simply to lose its very soul.

There is only one answer, the same answer that has served us time and again in the past: dialogue, consultation and negotiation. As always, our best hope in these difficult times is the size of our Union membership, our ability to display a united front and our pursuit of a coherent plan of action.

The Staff Union is on its way to its hundredth anniversary ...!

**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.

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.*

*I – Improve industrial relations*

Objective. Strengthening the framework of industrial relations so that the Collective Bargaining Recognition and Procedural Agreement between the International Labour Office and the ILO Staff Union becomes a reality.

Means of action

- Ensuring that the Joint Negotiating Committee (JNC) insists that every decision or proposal from the Administration is backed by detailed information and, if necessary, by due consultation or negotiation with the staff.
- Establishing internal rules of procedure that fix time limits, deadlines and terms of reference for each negotiation.
- Improving the negotiating capability of our staff representatives.

*II – Job security*

**A – Recruitment and selection**

Objective. Sound implementation of the collective agreement on recruitment and selection, in the context of a mobility and career development approach, as well as a greater motivation and job satisfaction of staff.

Means of action

- For confirmed vacancies, the Staff Union Committee (SUC), in collaboration with HRD, plays an important role in the review of vacancy announcements. The SUC's review aims at ensuring fair job descriptions and real opportunities of career development.
- The coordinator of the recruitment and selection working group is currently participating in the Recruitment, Assignment and Mobility Committee (RAMC), in an advisory capacity. In terms of filling the vacancies, the action of the SUC is reinforced by the presence of two SUC representatives in the RAMC, and it is based on a sound implementation of the recruitment and selection procedure and the principles of transparency, due process, fairness and equity. Particular emphasis is placed on: recruiting internal candidates for career development positions; of TC+5 so that they can have job security; and the diversity of languages in order to promote French and Spanish in the interest of the organization and its effective multiculturalism.
- The SUC also aims at ensuring a good communication to staff on matters related to the agreement on recruitment and selection procedures.
- Good relationships with the appointed independent members of the technical panels are important for the success of this critical role. The SUC's purpose in this matter is to share the working group's experience, provide practical guidance and develop materials to support fulfilling their responsibility.

- Ensure that equivalent experience is recognized according to ILO Staff Regulations in order to preserve the very essence of the ILO and its mandate.

## **B – Contracts and employment security**

Objective. Protect employment security at the ILO, including in the context of the current negotiations with the Administration on a new contracts policy. Take measures to eliminate precariousness, limiting the abuse of internships, daily, special-short term, short-term, and TC contracts, as well as false “excoll” contracts.

Priority areas include:

- defending the eligibility of staff in the titularization process and supporting such process as a permanent feature of the Organization.
- address the realities of precarious staff in the negotiations with the Administration in order to obtain tangible improvements for all staff while defending acquired rights.
- supporting the claims of interns: recognizing internships as professional experience, extending the representation of ILO interns in the field, providing regular performance feedback throughout the internship cycle and periodical revision of the adequacy of the stipend.

### Means of action

- Negotiate a new contracts policy by the end of the year.
- Coordinate the contracts policy with an appropriate legal strategy.
- Maintain a close and constructive dialogue with the Intern Board.

## *III – Full social protection*

Objective. Making sure that the policies adopted by the Management Committee of the Staff Health Insurance Fund (SHIF) and by the United Nations Joint Staff Pension Board (UNJSPB) reflect the needs and interests of serving and former officials, as follows:

- In close collaboration with the representatives of the members of the SHIF and of the United Nations Joint Staff Pension Fund (UNJSPF), the Staff Union shall continue to pursue the following objectives:
  - better governance;
  - improved benefits;
  - speedier settlement of reimbursement claims and faster processing of files of retiring officials.

In addition to its participation in various committees and councils, the Staff Union's priority this year will be to protect the SHIF and the UNJSPF – and of course their members – from attempts to cut back benefits, split up the funds and outsource their services.

### Means of action

- Making the staff more aware of health insurance and pension issues so as to bolster our staff representatives' influence on the Fund's joint bodies. This will entail regular and close communication between the Staff Union (including the Section of Former Officials of the ILO) and members' representatives on the SHIF Management Committee and Joint Staff Pension Board, as well as the organization of training sessions.
- Promoting and organizing information meetings, general assemblies and referendums so as to be sure that SHIF and UNJSPF members are clearly and fully informed about any proposal to

modify the structure, programme, benefits or contribution rates of either of the Funds and that no decision is taken without their being widely consulted.

*IV – **Fair and equal conditions of employment for all staff**, without discrimination based on age, race, gender identity, gender expression, sex characteristics, religion, colour, national extraction, social origin, marital status, pregnancy, personal and/or family status and responsibilities, sexual orientation, disability, union membership or political conviction, grade, type of contract, 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, equality and work-life balance is respected and leveraged to improve organizational performance.

Objective. To contribute to the improvement of the working environment for all ILO officials through combating discrimination and promoting inclusion, 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, diversity, equality and work-life balance.

More specifically, the working group will:

- Actively collaborate with the Joint Negotiating Committee Sub-Working Group
- Conduct a series of trainings for ILO SU Committee Members and Stewards on various themes under the remit of this group;
- Design and implement the 3rd March for Diversity Campaign in collaboration with ILO Intern Board and HRD;
- Develop Frequently Asked Questions (FAQs) and information notes;
- Develop a plan of action on employment of persons with disabilities and staff with dependents that have a disability.

*V – A career development path for all*

#### **A – Personal promotions and reclassification**

##### Objectives:

- To ensure that the personal promotion machinery is transparent and equitable. Push for clarification regarding the eligibility of staff who are being unlawfully excluded from the exercise.
- To ensure that the global reclassification exercise in the field is executed, and Independent Review Groups are established and active in all regions for the examination of job grade review appeals.

##### Means of action

- participating in the joint committee on personal promotions, and legal action where appropriate;
- Negotiating the implementation of the reclassification exercise in the field that provides equal opportunities for all; and
- Assisting the JNC when needed.



## **B – Training policy and performance management**

### Objectives:

- 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, including a review of the Reports Board;
- To ensure a transparent mechanism for merit increments that reflects performance evaluation results;
- To ensure that the review of job descriptions in the field and headquarters is fair to the staff.

### Means of action

#### **Training policy**

- Negotiating a training policy in line with the needs of staff at all levels and categories, in the context of the JNC;
- Reactivating the Joint Training Council under its terms of reference and the Collective Agreement on Personal Development Plans, so that the Staff Union has a voice in the use of staff development funds, the impact of training expenditure and the assessment of how proposed training programmes satisfy staff members' needs and requests;

#### **Performance management**

- Surveying the staff regarding the implementation of the performance management system and assessing how the introduction of a new system has responded to staff needs; and
- Negotiating improvements suggested as a result of this consultation process with staff, through the JNC.

## *VI – An even stronger Union*

### **A – Communication**

Objective. Ensuring that the Staff Union communicates with the staff more effectively, both on ongoing problems and on progress made, in close collaboration with the relevant working groups.

### Means of action

- Keeping the staff regularly informed of developments through the Union's website, social media etc.
- Updating the website in English, French and Spanish.
- Updating existing information notes on important issues such as the Staff Union Assistance Fund, the use of members' dues, recruitment and selection.
- Improving the wording of Staff Union material (especially its flyers and membership forms) so as to make it more inclusive.
- Drafting new information notes to make procedures easier to understand for the officials concerned.
- Communicating regularly with the drafting committee of *UNION* regarding the publication of editorials on ILO policies and procedures.
- Finding new ways to promote Staff Union campaigns and explain what they are about, especially recruitment drives, training activities, etc.

## **B – Membership, staff representation and training**

### Objectives:

- To strengthen the capacity of the Union Stewards and new SUC members in Geneva to carry out their representative roles.
- To expand the membership base of the ILO Staff Union, and activate staff to become involved in the work of the ILO Staff Union.
- To expand and renew the Union Steward Network in ILO HQ

### Means of action

#### *Objective 1*

- Organizing a series of 3 workshops for union stewards and SUC members (in collaboration with the Equality and Work-Life Balance Working Group) on identifying and dealing with harassment and sexual harassment in the ILO workplace, from identification to prevention, and supporting staff in accessing the formal complaint processes;
- Providing training sessions for union stewards on mobilization techniques, as well as negotiation and influencing skills for working with management at the unit level;
- Finalizing a Union Steward Guidebook, to support stewards in addressing various aspects of their representative role, which would also be made available to staff reps in the field; and
- Providing mentoring support for union stewards in their work (each member of the coordinating group will be asked to work with four or five stewards, to check in with them on their work and to be a sounding board for challenges that come up; this will include joining union stewards at meetings with departmental management).
- Identifying departments where restructuring is going on or planned for 2018, in particular tied to the Business Process Review (in collaboration with the Ad Hoc Business Process Review Working Group of the SUC) , through regular communication with HRD;
- Establishing working groups of Staff Union committee members and union stewards in the key departments that will face restructuring, with mentoring support provided on application of the change management guidelines and mobilization of staff to participate in transition processes;

#### *Objective 2*

- Developing union recruitment campaign for 2018 that targets those regional offices and ILO HQ units with fewer members for focused organizing efforts, including organization of Union Day in 2018;
- Organizing a minimum of 2 café croissant information sessions with ILO departments in HQ in 2018, in departments with a union steward, to strengthen support for the union.
- Providing training to staff union representatives in at least two regions in the field on organizing skills and targeting of specific demographic groups.
- Leading in efforts to mobilize ILO and potentially staff from other UN Agencies (in collaboration with the international relations working group), in relation to the ongoing UN Pay Cut issue, and other issues that may arise during the calendar year.

#### *Objective 3*

- Organizing a minimum of 2 additional café croissants in ILO departments without a union steward, to recruit additional stewards to complete the network.
- Preparing for renewal of the network of union stewards at the expiration of current mandates in September 2018, through outreach efforts and elections at constituency level.

## *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 security and occupational safety and health and well-being in the ILO.

### Means of action

- Supporting 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;
- Participating in the COSH working group on stress at work and contributing to advancing the implementation of the recommendations adopted by the Joint Negotiating Committee (JNC) in 2016;
- Expanding and supporting the network of Staff Union OSH representatives in the field offices and at headquarters through information, advocacy activities, technical assistance and training;
- Contributing to capacity-building among SU representatives 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;
- Ensuring 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;
- Ensuring that staff are kept informed of developments concerning security and occupational safety and health through communications and/or information sessions.

*I – Resolving the problems facing non-headquarters staff*

Objective. Pursuing more and more intensively the pooling of information and coordination between the various regions and headquarters, by means of:

- a more systematic pooling of information in order to improve collective efficiency;
- coordination between the regions and headquarters on:
  - the effective implementation of the new field structures;
  - recruitment and selection procedures, through the Recruitment, Assignment and Mobility Committee (RAMC);
  - ongoing negotiations with the Administration on the drafting of job descriptions - to be implemented as soon as possible;
  - reclassification of field posts;
  - effective establishment of Independent Review Groups (IRGs) for the reclassification of field posts (in the case of Africa, during the first half of 2018);
  - career prospects under the new mobility policy;
  - security of all categories of field staff, in terms of both harassment and their physical safety and health;
  - pursuit of the campaign against discriminatory security and evacuation policies as they concern international and local staff, especially with regard to rights and benefits in high-risk duty stations.

Means of action

- Continuing to hold regular monthly discussions with all regional representatives via Skype, as an effective means of facilitating the sharing of experience in the practical implementation of the priorities indicated above (monthly meetings are currently programmed on a quarterly basis).
- Identifying and sharing best practices while at the same time drawing attention to irregularities, so as to improve the Staff Union's participation and negotiations in decision-making bodies at headquarters.

*II – Use of financial resources*

Objective. Ensuring maximum transparency in the use of financial resources.

Means of action

- Investigating the supervisory and follow-up process for all financial transactions.
- Pursuing discussions with the Administration on opening bank accounts in duty stations where Union membership dues are maintained locally.
- Implementing Staff Union Circular No. 1 clarifying the financial powers and responsibilities of staff representatives in the field.

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

Objective. Represent and defend the individual and collective interests of the staff.

#### Means of action

- Providing the staff members at headquarters and in the field with advice (individually or collectively) on the application and interpretation of the Staff Regulations, collective agreements and IGDS documents, and on the policies and procedures currently in force.
- Providing advice on matters relating to collective rights.
- Providing information notes on procedures that are applicable to officials.
- Representing or accompanying staff members in the context of conflict prevention;
- Organizing information meetings on legal issues at headquarters and in the field, notably during regional meetings or via Skype;
- Following-up on internal bodies' recommendations and identifying trends to meet staff needs.

### *IV – International*

Objective. Strengthening alliances at the international level and contributing to the institution of collective bargaining across the board within the United Nations system.

#### Means of action

- Strengthening ties with the major world trade union federations and with those to which the Staff Union is affiliated, in order to benefit from their logistical capability and their influence in bringing about a better framework for industrial relations within the United Nations system.
- Working towards the pooling of know-how, resources and activities for the purposes of mobilization drives organized by international civil service federations.
- Pursuing the activities of the "Geneva Group" so that it can respond more effectively to the interests and needs of the staff of international organizations locally.
- Encouraging staff representatives to participate in or to set up local federations of United Nations staff associations (FUNSAs) in the field.
- Strengthening ties with NGOs and militant groups with a view to improving the employment and working conditions of certain categories of United Nations workers who risk being discriminated against on the basis of race, ethnic or social origin, national extraction, nationality, sex, family situation, family responsibilities, age, sexual orientation, gender identity, political opinion, religion, handicap, HIV status or trade union membership.

### *V – Miscellaneous*

#### **IRIS "Users" Forum**

Objective. Keeping close watch on the deployment of IRIS in the ILO's external offices, and ensuring that the changeover does not result in any deterioration in officials' working conditions.

In 2018-19, IRIS will be deployed as follows:

#### **Asia**

*May 2018:* IRIS TOTAL: CO-Hanoi, CO-Jakarta, CO Kathmandu, Dili, and Kabul

*July 2018:* IRIS TOTAL: CO-Colombo, CO-Dhaka and DWT/CO-New Delhi.

*November 2018:* IRIS TOTAL: CO-Beijing, CO-Islamabad, CO-Manila, CO-Suva and Yangon

### **Africa**

2019 : IRIS TOTAL for all field offices in the Africa region.

#### **Means of action**

- Continuing to participate as an observer in all evaluations of operational processes stemming from the implementation of IRIS, bearing in mind that a focal point exists for any staff members who find themselves in difficulties during the implementation stage.
  - Maintaining Staff Union pressure to ensure that continuous training on IRIS is organized at headquarters and in the field so as to provide general service staff with adequate career opportunities.
  - Insisting that training be dispensed in the language of the regional office concerned.
-