

ILO STAFF UNION

Publication:
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SU/AGM/2022/1/D.2
24 February 2022

ANNUAL GENERAL MEETING **FIRST SESSION**

24 February 2022

Programme and Strategy of the Staff Union **for the year 2022**

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 2022 will be open for discussion, modification and adoption.



Programme and Strategy of the Staff Union for the year 2022

The Staff Union Committee is pleased to outline its Programme and Strategy for the year 2022.

The last year was again full of challenges related to the COVID-19 pandemic. Staff in many duty stations were not able to return to the office at all, while others saw a brief respite before being forced to telework at the end of the year. This generated even more challenges and frustrations, and again forced the Staff Union to seek innovative solutions and negotiate with the Administration.

Despite this, the Staff Union was able to continue its work and to communicate with its members. We initiated discussions with the Administration on the revision of job families for all Professional and General Service staff at Headquarters, discussions that will lead to a new policy on flexible working arrangements, and defending the conditions of employment in the UN bodies in the face of a Civil Service Commission that is still seeking ways to reduce Post Adjustments.

The Programme and Strategy for 2022 proposes an ambitious plan of action to implement the Staff Union's vision and mission, as agreed in the Global Meeting of 2020, while continuing to address the new challenges. Through the different working groups and joint bodies where your elected Committee members work voluntarily and tirelessly, the Staff Union will continue to seek a fair treatment for all staff regardless of personal status, contractual situation, or grade. This includes promoting diversity, improving recruitment and selection processes, and defending the interests of staff in technical cooperation contracts. It incorporates the feedback received from our members.

We hope that you will enjoy reading it with a view to adopting its contents, so that your representatives can begin their work with a strong mandate.

OUR VISION, OUR MISSION, OUR OBJECTIVES AND MEANS OF ACTION 2020-2025

VISION

A global Staff Union, at the dawn of its second Centenary, which accompanies the transformation of the ILO and ensures a decent work environment, by representing all staff* as an equal and strong partner in social dialogue.

MISSION

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

by:

- mobilizing and organizing for an even stronger and better equipped Staff Union;
- safeguarding and improving decent working and employment conditions for all ILO staff;
- negotiating fair, transparent and effective collective agreements with the Administration

*“All staff” includes all, without distinction whatsoever.

Industrial relations:

- ✓ *Ensure sustainable well-functioning social dialogue and collective bargaining through the effective implementation of the Recognition and Procedural Agreement (2000).*

Job security:

- ✓ *Negotiation of a protective, fair and inclusive contract policy to put an end to recurring precariousness and reduce disparity between different types of contracts,*
- ✓ *Working for a fair and standardized joint recruitment process for all staff through improving or creating joint bodies for mobility and redeployment.*

A career development path for all staff:

- ✓ *A fair and transparent performance appraisal system - with equal access to the staff development fund - and connected to adequate training*
- ✓ *A negotiated and adequate job classification process*
- ✓ *A fair recruitment and mobility system that respects staff diversity*
- ✓ *A transparent rewarding mechanism.*

Enhancement of staff security, Occupational safety and Health and both physical and mental health and well-being for all ILO staff around the world:

- ✓ *in the context of multifaceted crises and ensure equal treatment of all staff as well as support crisis response initiatives in fragile contexts*

Full social protection:

- ✓ *Ensure effective, efficient and sustainable health care and pension funds,*
- ✓ *Advocate for and negotiate the creation of unemployment and maternity / paternity / parental insurance schemes.*

A diverse, inclusive, equal and equitable workplace:

- ✓ *Through combating all forms of discrimination, and promoting an ILO free from violence and harassment: Drawing inspiration from recently adopted C.190 and aligning with UN system wide rules and regulations against all forms of violence and harassment at work.*

Protection of the independence of the international civil service:

- ✓ *Defend and support the exclusively international character of the staff (Article 9, paragraphs 4 and 5, of the ILO Constitution), promote its impartiality and defend the integrity and independence of ILOAT.*

An even stronger and better equipped Union:

- ✓ *Maintaining and expanding our membership, enhancing solidarity, strengthening capacities of Union representatives*
- ✓ *Improving internal operations, communication and coherence in its actions.*

I – Improve industrial relations

Objective: To ensure sustainable and efficient social dialogue and collective bargaining through the effective implementation of the Recognition and Procedural Agreement (2000).

Means of action

- Making sure, in the Joint Negotiating Committee (JNC), that every decision or proposal coming from the ILO Administration is based on substantiated information and is subject to consultation or negotiation if necessary.
- Establishing Internal Rules of Procedure for timelines, deadlines, and terms of reference for each negotiation.
- Strengthening the negotiating skills of staff representatives.

II – Improve job security

A – Recruitment and selection

Objective: Advocate for a recruitment and selection process that is both equitable and transparent, so as to strengthen the collective agreement on mobility and recruitment by focusing on career mobility, career development, greater motivation and job satisfaction.

Means of action

- The Staff Union Committee's review of job vacancies aims at ensuring that **job descriptions are objective**, in accordance with the existing and current Negotiated GJDs and offer a real possibility of career development of already employed ILO officials.
- The Committee is convinced of the importance for the Organization of a system of recruitment that seeks a broader and more **authentic diversity** of staff while at the same time respecting Article 100 of the United Nations Charter, the Declaration of Philadelphia and the Staff Regulations. It is on this basis that the Committee is participating, jointly with HRD, in the review and update of the current generic job descriptions for the Professional and GS job families at Headquarters.
- The Staff Union is assisted in its work by the presence of two of its representatives on the Recruitment, Assignment and Mobility Committee (**RAMC**). Its efforts are based on strict observance of the recruitment and selection procedures and of the principles of transparency, on following standard procedures and on just and fair treatment. Particular attention is paid to the recruitment of internal candidates so as to offer them an opportunity of career development, and of DC+5s so that they can benefit from employment security, as well as to a knowledge of more than one language so as to promote French and Spanish and thereby the interests of the Organization's truly multicultural nature.
- If it is to carry out this crucial work successfully, the Committee must make a point of establishing good relations with the appointed **independent members of the technical panels**. The objective will be to share the working parties' experience, to offer practical

advice and to devise ways for them to fulfil their responsibilities properly, as far as possible in conjunction with the Human Resources Department.

- The Committee will insist, as stipulated in the ILO Staff Regulations, that **equivalent experience is recognized** as such and that the basic tenets of the Organization and of its mandate are preserved.
- Besides the normal involvement of ILO staff representatives, the staff union will bring to the attention of the Administration any recruitment or selection issues affecting officials, more particularly concerning short-term contracts. The Staff Union will review recruitment and selection procedures in the field in order to negotiate a coherent and fair agreement.

B – Contracts and employment security

Objective: To safeguard and promote job security and working conditions, particularly during ongoing or forthcoming negotiations with the ILO Administration, irrespective of the contractual status of staff, in order to give effect to the vision of “One ILO.” To take necessary measures to eliminate all forms of precariousness and seek to achieve greater equality and equal treatment between the different categories of staff (RB-DC, P-G, Headquarters-Field).

Priority areas include:

- Defending existing jobs and working conditions by facing current and future challenges: management change, potential budget restrictions, constant search for increasingly flexible types of contracts, need to be particularly wary of permanent changes and innovations used as an excuse to reduce workforce numbers.
- Successful outcomes of contract negotiations focusing on three main elements:
 - Maintaining social gains that are organization-specific, such as sustainable contracts, incorporation by statutory channels of staff employed on TC projects (beyond a certain seniority) into the regular workforce of the Organization.
 - Integration of non-statutory staff who have been employed for years on consecutive contracts and who bring key competencies to the Organization.
 - Making sure that the ILO Administration strictly applies and brings necessary improvements to existing rules in order to ensure better job security and working conditions for TC staff, particularly with regard to recruitment, career development, performance recognition and access to training.

Means of action

- Ensuring that designated priority areas are included in new contract policy negotiations.
- Closely cooperating with all Staff Union members with different contractual situations, in order to ensure that their views and interests are fully taken into account.
- Supporting the Staff Union’s position on the contracts policy with an appropriate strategy and legal arguments.

III – 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;
- Ensuring that the implementation of the reclassification exercise in the field 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 ILO training and in the performance management system of the ILO;
- To ensure that training and performance management policies are implemented in a fair and transparent manner, including a review of the Reports Board;
- To promote career development through the training policy;
- To promote transparency in merit increments so that it reflects performance evaluation results;
- To ensure that the implementation of the new job descriptions in the field is fair to all staff; and
- To ensure that the review of job descriptions in Headquarters is fair to all staff.

Means of action

Training policy

- Implementing the training policy in line with the needs of staff at all levels and categories in an equitable manner, in the framework of the JNC;
- Participating in the Joint Training Council 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

- Addressing the staff's concerns regarding the implementation of the performance management framework (PMF);

- Ensuring that the PMF supports the career progression of staff; and
- Negotiating improvements through the JNC.

C – Conditions of employment of staff with technical cooperation contracts

Objective: To promote equal treatment of all staff on technical cooperation contracts (TC staff) – including PSI – (“Development Cooperation” according to terminology used by the ILO Administration) and regular budget staff in ongoing or future negotiations with the Administration, in order to give effect to the vision of “One ILO”. Defend the equal rights of staff performing equivalent functions, and promote equal pay before the ILO Administration, in keeping with the spirit of ILO Convention No. 111 condemning all forms of discrimination between workers, in compliance with ILOAT jurisprudence, which considers it to be a fundamental principle of the context of work for civil servants. Promote the views of and ensure a continuous career development path for staff on TC contracts.

These objectives are in line with the conclusions of the 2020 report by the working group on technical cooperation.

Priority areas include:

- Safeguarding existing job security by dealing with issues such as the potential reduction of technical cooperation budgets, developing proposed priority action plans for persons already on a post, paying particular attention to TC staff with seniority, particularly those who have accomplished 10 years of service at the ILO.
- Taking into account staff seniority, particularly with regard to application of the same rights and general guarantees for TC+5s as those granted to regular budget staff, including recruitment, selection, and redeployment processes.
- Guaranteeing that staff, especially TC staff, are treated with respect, focusing on three main elements:
 - The strictest respect for already existing rights and guarantees for technical cooperation contracts, independent of budgetary justifications (budgetary limits should not be used, for example, to justify that staff should pay for their own security arrangements or those of their family or to justify the non-respect of mandatory notice periods in case of renewal or non-renewal).
 - Identification of rights and guarantees that do not yet apply to TC staff. Promotion of identical treatment and application of the same rights to TC staff as regular budget staff, taking into account seniority (in-post promotion, merit, training, severance pay, family support, applications for ILO job openings).
 - Development of proposals to enable better safeguards for contracts in order to ensure career development at the ILO, with the implementation of tools that facilitate recruitment and redeployment of technical cooperation staff in jobs corresponding to their skills.

Means of action

- Conduct a survey of colleagues to increase understanding of experienced or perceived challenges and inequalities and to:
 - strengthen the analysis of the typical cases identified by the TC working group
 - feed into negotiations with the administration, in particular in the context of a new contract policy.
- Maintain close collaboration with staff on technical cooperation contracts, notably through meetings of the TC group organized every two months.
- Strengthen communication and information to staff on their rights and guarantees, in order to raise awareness of the often-unknown challenges and inequalities faced by colleagues, in particular through the finalization and wide distribution of leaflets presenting the Staff Union's action for TC staff.
- Strengthen information and the defence of staff rights through the systematic support of the Staff Union's legal counsel on request.

IV – Enhancement of staff security, occupational safety and health and both physical and mental health and well-being for all ILO staff around the world

Objective: To collaborate with the Office to ensure effective Committees on safety and health (COSH) are operationalized in all duty stations and calling for administration accountability through strengthening Staff Union representatives' knowledge, capacity and resilience to defend the rights of staff concerning security, occupational safety and health, both physical and mental and well-being at work.

Means of action:

- Supporting the implementation of the occupational safety and health (OSH) policy, directive and procedure (IGDS 48, IGDS 286, IGDS 385¹) through active participation in the Committee on Safety and Health (COSH) promoting compliance with the actions and requirements of IGDS 385;
- Participating in the COSH working groups, including on stress at work and mental health; on the review of the OSH IGDS documents; and on OSH training;
- Reaching out to Staff Union representatives in the field offices to promote and support the creation and functioning of OSH committees and mechanisms, including, where necessary, the identification and appointment of OSH representatives;
- Contributing to capacity-building among SU representatives by developing user-friendly guidance for OSH representatives on how to fulfil their OSH duties;
- Supporting SU representatives in their crises response capacity, on matters concerning occupational safety and health in public health crises and consultation of return-to-office policies and security and well-being in fragile contexts;
- Ensuring a staff voice in the building renovation processes (planning and implementation), through Steering Committees or other consultation mechanisms, so that the highest standards on staff safety and health and well-being apply during the renovation of the headquarters and field buildings, in consultation with Staff Union representatives, union stewards and focal points;

¹ Available on the COSH website : https://www.ilo.org/dyn/osh/intranet.home?p_lang=en

- Supporting climate- and environmentally friendly initiatives within the ILO;
- In collaboration with the Administration, ensuring that staff are kept informed of developments concerning security and occupational safety and health through communications and/or information sessions.

V – Full social protection

Objective: To ensure effective, efficient and sustainable health care and pension funds. To advocate and negotiate for the creation of unemployment and maternity/paternity/ parental insurance schemes.

Means of action

- Ensuring the application of the Regulations and Administrative Rules of the Staff Health Insurance Fund, particularly with regard to the information provided to insured staff, timely publication of annual reports, etc.
- Continuing discussions with the ILO Administration to consolidate services and benefits for insured staff working in the field, in remote duty stations and technical cooperation projects.
- Increasing awareness and engagement of staff with regard to health care and pension issues in order to strengthen the position of staff representatives on joint bodies. This objective will be attained through regular, close communication between the Staff Union (including the Former Officials' Section) and the insured staff representatives of the SHIF Management Committee and the representatives on the Joint Staff Pension Board.
- Promoting and organizing information sessions, General Assemblies and referendums in order to ensure that any proposed changes to the structure, programme, benefits or premiums are explained clearly and fully to insured staff and other participants so that no decisions are taken without extensive consultation.

VI – A diverse, inclusive, equal and equitable workplace ²

Objective: To contribute to the improvement of the working environment for all ILO officials by combating any form of discrimination, and promoting inclusion, equality and diversity whilst facilitating the pursuit of a healthy work-life balance in a workplace free from violence and harassment.

While we all uphold the common UN charter and work towards the promotion of a Decent Work Agenda for all, we all bring with us diverse perspectives, work experiences, lifestyles and cultures, which should be valued, respected and supported. The Staff Union Committee aspires to create a working environment where diversity, equality, equity, inclusion and work-

² *Fair, equal and equitable conditions of employment for all staff, without discrimination based on, inter alia, age, race, gender identity, gender expression, sex characteristics, sexual orientation, languages, religion, ethnicity, colour, national extraction, social origin, caste marital status, pregnancy, personal and/or family status and responsibilities, disability, HIV status, union membership or political conviction, grade, type of contract, and duty station.*

life balance is respected and leveraged to improve organizational performance and the well-being of ILO officials.

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 groups (on diversity and inclusion, maternity and parental leave, teleworking policy) and ensure that all negotiations are conducted through a gender equal, non-discriminatory and an intersectional lens. This will include negotiations on:
 - the effective implementation of the Action Plan for improving the diversity of the ILO Workforce (GB.337/PFA/11).
 - a new maternity and paternity leave policy as well as inclusive parental leave policy in line with the objective of promoting gender equality and equity in retention and access to career opportunities.
 - the new Flexible Work Arrangement (FWA) Policy, with particular attention on the promotion of work-life balance for all staff and an appropriate inclusive work environment, free from violence and harassment.
- In consultation with GEDI and HRD, support the implementation of the Disability Inclusion Policy in the ILO, particularly in the areas of employment and non-discrimination.
- Work with the ILO SUC working groups on; recruitment and selection on geographic representation; OSH on mental health and harassment; and development cooperation.

In partnership, when relevant, with GEDI, FUNDAMENTALS and HRD, organize awareness-raising/information sessions/activities on International Days to exchange views/concerns and share information, knowledge and good practice and exchange with ILO Staff and Union members.

VII – International affairs and protection of the independence of the international civil service

Objective: To strengthen alliances with key players involved in the improvement of working and employment conditions in the international civil service (international staff union federations, CCISUA, civil society, etc.) and to work in the long-term for the introduction of collective bargaining to the United Nations.

Means of action

- Strengthening ties with major international unions and those with whom the Staff Union is affiliated in order to benefit from their logistics and influence, and create a better framework for labour relations in the context of UN reform.
- Working towards the sharing of knowledge, resources and activities in advocacy campaigns led by the staff federations of the International Civil Service to address the potential threat of contractual reform throughout the whole of the UN common system.

- Continuing activities with already existing FUNSAs. Encouraging ILO staff representatives to participate in or create local FUNSAs in the field in order to better respond to the interests and needs of international organization staff locally.
- Strengthening ties with various inter-agency groups (such as UN-Globe, UN + or the UN Feminist Network) in order to improve the working and employment conditions of certain categories of workers in the United Nations who may be subject to discrimination (based on race, ethnicity, social origin, national extraction, nationality, sex, family status, family responsibilities, age, sexual orientation, gender identity, political opinions, religion, disability, HIV status or trade union membership).
- To dedicate Union resources to the CCISUA by allowing one of the Staff Union's officers to serve as General-Secretary.

VIII – An even stronger and better equipped Union

A – Communication

Objective: The communications group will ensure that the Staff Union communicates with the staff **more effectively and efficiently**, on activities, ongoing problems and progress made, in close collaboration with the relevant working groups.

Means of action:

- Keep the staff regularly informed of developments through the Staff Union's totems in HQ, broadcasts, website, social media, etc.
- Keep the Staff Union's website up to date in English, French and Spanish.
- Improve the wording of Staff Union materials (especially its flyers and membership forms) so as to make it more inclusive.
- Draft new information notes to make procedures easier to understand for the officials concerned.
- Liaise with each working group in the Staff Union's areas of action to help promote what they do in the respective groups, so that staff are aware.
- Communicate regularly with the drafting committee of *UNION* regarding the publication of editorials on ILO policies and procedures.
- Find new ways to promote Staff Union campaigns and explain what they are about, especially recruitment drives, training activities, etc.

The communications team will meet weekly to prepare the week's headlines ("Manchette") and press releases. All members will be in close contact in the event of an emergency to ensure responsive communication between the Staff Union and staff. This responsiveness, with the collaboration of the Administration, will be crucial in the pandemic period.

Newsletters, broadcasts, headlines, providing material and design for texts and publications on social networks, particularly Twitter, Facebook and other applicable social media platforms will be our main means of communication. The communications team invites ideas from contributors at Headquarters and in the field for the publication this year of *UNION*. Please visit us at: <http://unionmag.ilostaffunion.org>.

The communications team will continue to help the Staff Union build on the momentum it has generated so far and will do its utmost to improve communication with the staff using all the means at its disposal and the knowledge of the team members.

B – Membership, staff representation and training

Objectives:

- **An even stronger and better equipped Staff Union:** by preserving and increasing the number of members, strengthening solidarity, consolidating the capacities of Staff Union representatives, and by improving internal operations, communication, and the consistency of its actions.

Means of action:

- Organizing a 2022 Staff Union recruitment drive and information campaigns.
- Pushing towards Staff Union representation in all departments and all duty stations - as part of the elections for union stewards and local committees.
- Scheduling of regular information and training sessions for all Union representatives.
- Regular information-sharing with the union stewards' network via emails, coffees and lunchtime briefings.
- Identifying and providing support to technical cooperation departments or projects subject to ongoing or planned restructuring activities.
- Organizing at least two “café-croissant” information sessions with departments at ILO headquarters during the course of 2022, in the presence of at least one union steward, in order to rally support for the Staff Union.
- Liaising with regional titular members and substitute members to share experiences and provide mutual assistance for better adhesion and Staff Union organization.

Part 3 – Periodic and regular actions

I – Resolving the problems facing non-headquarters staff

Inspired by the Vision for the global Staff Union as adopted in September 2020, the Staff Union Committee, through its strong engagement from the regional representatives, and in close contact with staff representatives in the field offices, will voice the concerns and interests of field colleagues with the Administration and ensure that the working and employment conditions of field staff are safeguarded and improved.

Taking into account the various challenges we continue to face under the COVID-19 pandemic, such as mandatory teleworking, the objectives for the Staff Union regarding field staff will cover the following issues:

- the safety and security of all categories of field staff, with the view to both preventing and addressing cases of violence and harassment at work and securing their health and physical safety;

- the fight against differentiation of treatment between international and local staff in safety and evacuation policies, particularly with respect to the rights and benefits of staff in high-risk duty stations;
- the promotion of the creation and functioning of OSH Committees in each duty station, and ensuring well-trained representation in OSH committees;
- the harmonization of recruitment and selection procedures in all duty stations, through the establishment of the Recruitment, Assignment and Mobility Committee (RAMC);
- the promotion of career prospects under the mobility policy, bearing in mind the characteristics of each category of posts, especially TC, NO and NC posts;
- the assurance that greater attention is paid to the conditions inherent in staff employment contracts, notably by conducting periodic salary surveys.

Means of action

- Promoting ILO Convention No. 190 in the field offices to avoid violence and harassment and strengthening the grievance handling mechanism for a fair and equitable judgement for the complainants.
- Reviewing safety and evacuation policies to respect equal treatment for the staff in high-risk duty stations.
- Strengthening the role and functions of the COSH in all duty stations through more information-sharing and training, including the ability to recommend an RTO during the pandemic.
- Supporting the application in the field of the Collective Agreement signed in 2014, with respect to the role of the Staff Union in Recruitment and Selection (R&S), in order to ensure the effective involvement of the Staff Union in R&S and enhance the transparency and accountability of the process.
- Promoting in practice a mobility policy that would guarantee mobility for staff who have already been assigned for a long time in a particular duty station, when applying for vacancies. The explicit policy should also be stipulated in the Staff Regulations.
- Demanding that the realities in the field be taken into account in the negotiations on the contracts policy with the Administration.
- Assisting members of staff in all duty stations to assert his or her rights vis-à-vis the Administration through dialogue with relevant parties and with the support, when necessary, of the Staff Union's legal adviser.
- Continuing to hold regular monthly discussions with all the regional representatives by videoconference, as an effective means of facilitating the sharing of information and experience in the practical implementation of the priorities indicated above (meetings are currently programmed on a quarterly basis).
- Organization of the two regional meetings in Africa and in America.

II – Use of financial resources

Objective: To ensure maximum transparency in the use of financial resources.

Means of action

- Scrutinizing the control and monitoring process for all financial transactions.
- Continuing to search for efficient solutions for offices requiring bank accounts and putting procedures into place for transferring funds to these accounts.

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

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

Means of action

- Providing headquarters staff and field staff with information and/or recommendations (on a collective or individual basis) relating to the application and interpretation of the Staff Regulations, collective agreements and IGDS documents, in addition to currently applicable policies and procedures.
 - Providing information and/or recommendations on collective rights issues.
 - Providing information notes on procedures applicable to officials.
 - Representing or accompanying staff members in the context of conflict prevention and its formal or informal settlement.
 - Organizing information sessions, at headquarters and in the field, relating to legal issues, especially during regional meetings or via Teams.
 - Monitoring recommendations made by internal bodies and identifying trends in order to be able to respond to questions from staff.
-