

# ILO STAFF UNION

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

**2 February 2023**

### **Programme and Strategy of the Staff Union** **for the year 2023**

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 2023 will be open for discussion, modification and adoption.



## **Programme and Strategy of the Staff Union for the year 2023**

The Staff Union Committee is pleased to outline its Programme and Strategy for the year 2023.

Your Staff Union is halfway through its five-year strategy for 2020-2025, which has covered not only the celebration of its centenary, and major and unplanned upheavals in the organization of the world of work that have directly affected our way of working and of thinking about relations and working conditions, but also the stagnation of unacceptable situations concerning precariousness and inequalities of treatment.

The Activity Report presented at the Annual General Meeting in November 2022 provided an opportunity to take stock of the main activities, the successes, but also the ongoing issues which sometimes – frustratingly – remain unresolved.

2022 was a powerful reminder of the importance of acting together – and the mobilization on certain actions such as the survey on employment conditions was exemplary. 2022 has also reminded us of the importance of setting realistic targets – the balance between ambition and reality is not always easy to establish.

Finally, 2022 has “challenged” us on a number of organizational and structural changes: within both the Organization and within the Staff Union, which demonstrates once again the importance of challenging ourselves, while being proud and sure of our foundations and principles and values.

For all these “battles” and at the heart of all these projects, rest assured that it is the defence of all our colleagues that has been, for your Committee and for all those who represent you, our inspiration, our motivation and our reward.

For this year 2023, the priority areas that you see detailed in this report are part of the continuing process and, we hope, the realization of a number of efforts:

- The finalization and implementation of new collective agreements and negotiations on flexible working arrangements, parental leave, the revision of job descriptions and health and safety at work, but also major projects such as mobility and, of course, the contract policy, which should be at the heart of the discussions.
- The continued strengthening of our internal structures to better represent and defend you, with a new Legal Adviser, a review of our internal organization and functioning, our capacity to mobilize and communicate better, and a strengthening of our actions with and for vulnerable and precarious colleagues.

The Staff Union is *your* union, we are listening to your suggestions, we depend on your support, and we await your feedback and suggestions on the proposals set out in the report with a view to adopting its content, 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 to ensure that they are undertaken with a common-interest approach.
- Finalizing ongoing negotiations (flexible working arrangements, parental leave, review of the job descriptions), monitoring ongoing policies and ensuring their validity, opening negotiations on mobility and the contract policy.
- 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.
- Within the career development framework, the SUC will work on a proposal for the improvement of the current mobility policy/practice. For this, we will explore the possibility of getting technical advisory on the matter, as well as a staff survey on mobility.
- 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 Development.
- 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 is reviewing 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:

1. Defending existing jobs and working conditions in the context of current and future challenges: management change, potential budget restrictions, constant search for increasingly flexible types of contracts, continuous changes and innovations used as an excuse to reduce workforce numbers, with considering in particular:  
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 funded by TC projects (beyond 5 years of seniority and recognizing the contributions of staff to the delivery of the organizational mandate) 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 precarious staff, including staff funded by TC, particularly with regard to recruitment, career development, performance recognition and access to training.
2. Aligned with the objectives of the working group on TC and taking into account the upcoming discussions on mobility demanded by the Administration, continue the contract policy negotiations based on the following main elements:
  - Equality of opportunity and treatment for all staff notwithstanding the source of funds
  - Job security for all.

## Means of action

- Communicate jointly with the TC Working group on the results of the all ILO staff global survey on different contractual situations.
- Inform the Staff Union position and strategy for the negotiation on the contract policy and participate directly in the negotiation team for a new contract policy.
- 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 contract 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**

- Framing the priorities to be implemented by the training policy in line with the needs of staff at all levels and categories in an equitable manner, to support mobility and career development, in the framework of the JNC;
- Develop proposals for the reactivation of 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, especially in a mobility context.

### **Performance management**

- Taking into account the staff's concerns regarding the implementation of the performance management framework (PMF);
- Ensuring that the PMF supports the career progression of staff.

## **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

- Refine the results of the survey, which was successfully conducted among colleagues, to increase understanding of the challenges and inequalities experienced or perceived, and to ensure its dissemination so that it can be a reference and an asset for the ongoing negotiations with the Administration.
- Establish an analytical approach based on the systematic application of the principles of equal treatment and non-discrimination in equivalent situations, particularly after five years of seniority.
- Maintain close collaboration with staff on technical cooperation contracts, notably through meetings of the TC group organized every two months, and whenever necessary during negotiations on the contract policy.
- 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: With a safe and healthy working environment now being a fundamental principle and right at work, the ILO must ensure that within the Organization the OSH management system is fully operational. The ILO must walk the walk rather than just talk the talk.

Thus, the SU will continue to collaborate with the Office to ensure an effective OSH management system is operationalized in Geneva and in **all** duty stations, with OSH committees being part of this management system. As well as 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 current occupational safety and health (OSH) policy, directive and procedure (IGDS 48, IGDS 286, IGDS 385<sup>1</sup>) through active participation in the HQ Committee on Safety and Health (COSH) promoting compliance with the actions and requirements of IGDS 385;
- In regard to the above, the SU members of the COSH will request that data on occupational accidents and (suspected) occupational diseases be regularly reported to the COSH as per the current IGDS 385, thereby enabling data to be available on issues affecting staff members and prioritization of control measures to reduce the risk;
- Participating in the COSH working groups, including on stress at work and mental health; on the review of the OSH IGDS documents and following up on the HQ COSH recommendation submitted to the DG on 14 July 2022; 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 occupational 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;
- 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.
- Participate in the discussions on how to avoid unnecessary administrative expenses.
- Remind each member of the need to be well informed about the management of the funds entrusted by him/her to the health and pension protection bodies. The latest exchanges concerning the management of the retirement savings of ILO staff at the UN Staff Pension Fund are a step in this direction.

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<sup>1</sup> Available on the COSH website: [https://www.ilo.org/dyn/osh/intranet.home?p\\_lang=en](https://www.ilo.org/dyn/osh/intranet.home?p_lang=en)

- 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. In this respect, the legitimacy of the questions asked by the staff representatives must be underlined.
- 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 <sup>2</sup>*

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 social justice for all, we all bring with us diverse perspectives, work experiences, lifestyles and cultures, which should be valued, respected and supported. However, there is significant room for improvement that can be made in the quality of the working environment for all staff. Thus, by the end of 2023, the Staff Union Committee commits to promoting diversity inclusion at the ILO through:

- The promotion of better gender and geographical balance at the ILO, and representation internally in the Staff Union committee at HQ and field;
- A flexible working arrangement policy that is conducive to guaranteeing a work-life balance for all ILO colleagues;
- A revised parental leave policy for the ILO that is an inclusive entitlement;
- Advocacy for more inclusive ILO and UN System policies (e.g. parental leave, contract, disability) and working environment in coordination with UN-GLOBE (global);
- Coordination with existing groups and networks of staff with disabilities or staff with family members with disabilities.

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<sup>2</sup> *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.*

## 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 parental leave and flexible working arrangement policies) and ensure that all negotiations are conducted through a gender equal, non-discriminatory and an intersectional lens. Support the dissemination of the new and revised ILO internal policies and collective agreement(s) and monitor their implementation.
- 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, and Technical Cooperation.
- In collaboration with the UNGLOBE Coordinators at the ILO, support: a) sensitization and awareness-raising for better inclusion of LGBTIQ+ colleagues (and colleagues outside of the ILO), b) events and networking activities for members and interested colleagues and to queries from LGBTIQ+ colleagues on related topics and issues raised.

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.
- Participate in events organised by the various trade union federations (PSI, CGAS, etc.) in order to represent the interests of the ILO Staff Union.

- Strengthen internal communication to inform the Staff Union’s members about the objectives and positions taken by the various trade union federations as well as about the obstacles encountered.

## *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.
- 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.
- 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.

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 the *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:

- Contacting newly recruited colleagues to encourage them to join the Staff Union.
- 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 monthly information and biannual training sessions for all Union representatives.
- Mobilizing at Union events such as General Assemblies, May Days, and the monthly lunch and coffee exchanges.
- Engaging and mobilizing members to implement specific projects.
- Organizing at least two “café-croissant” information sessions with departments at ILO headquarters during the course of 2023, 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.
- Engaging and mobilizing the Interns’ Section to best represent the interests of the interns (through training and information sharing).

*1 – Tackling the problems of staff posted in the field:*

The Staff Union Committee, through the strong mobilization of its regional representatives and in close contact with the national representatives, acts as a spokesperson to the Administration for the concerns and interests of colleagues in the field and ensures that the working and employment conditions of field staff are safeguarded and improved.

The objectives of the Staff Union in relation to field staff will include the following issues:

- the safety and security of all categories of field staff, by preventing and dealing with violence and harassment at work, while ensuring their health and physical safety
- Addressing the differences in treatment between international and local staff in terms of security and evacuation policies, in particular with regard to the rights and entitlements of staff operating in high-risk duty stations;
- in the area of social protection, allow better access to information, ensure transparency and consultation for fairer treatment;
- Promoting the establishment of OSH Committees in each duty station, ensuring that there is well-trained representation on these committees;
- Harmonizing recruitment and selection procedures across all duty stations;
- Harmonizing the Independent Review Group (IRG) at the global level;
- Promoting career opportunities under the mobility policy, taking into account the characteristics of each category of post, in particular TC, NO, NC and G posts;
- Ensuring greater attention to the intrinsic conditions of staff employment contracts, in particular by conducting periodic surveys on employment conditions.

Means of action

- Promote ILO Convention No. 190 in the field offices to avoid violence and harassment and strengthen the complaints mechanism to ensure a fair and equitable outcome for complainants.
- Review the security and evacuation policies to ensure equal treatment of staff operating in high-risk duty stations.
- Strengthen the role and functions of the COSH in all duty stations through information sharing, more regular meetings and increased training.
- Support the application in the field offices of the Collective Bargaining Agreement signed in 2014 regarding the role of the Staff Union in Recruitment and Selection, in order to ensure the effective involvement of the Staff Union, at the global level, in the entire R&S process and to improve its transparency and accountability.
- Promote, in practice, a mobility policy that guarantees mobility for staff members who have been working in one duty station for a long time when applying for vacancies. The explicit mobility policy should also be incorporated into the Staff Regulations.
- Demand that the reality on the ground be taken into account when negotiating the contract policy with the Administration.
- Assist staff members in all duty stations to assert their rights vis-à-vis the Administration through dialogue with the parties concerned and with the support, where appropriate, of the Staff Union's Legal Adviser.

- Continue to hold regular monthly discussions with all the regional representatives via videoconference as an effective means of facilitating the sharing of information and experiences on the practical implementation of the above priorities (quarterly meetings are currently scheduled).
- Organize two regional meetings in Asia and the Pacific and Europe and the Arab States.

## *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, including on the respective roles of the staff representatives in managing conflicts.
- Monitoring recommendations made by internal bodies and identifying trends in order to be able to respond to questions from staff.

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