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Questions administratives, financières et statutaires

a) Situation financière et prévisions de dépenses pour 2011

Additif 3

Actualisation de la structure et de la situation des ressources humaines de l'organisation au 1^{er} juin 2011

1. Rapport sur les ressources humaines

Le document CE/89/7 du conseil exécutif sur le Livre blanc pour l'OMT précisait que " *L'objectif général [de la réforme] est de faire de l'OMT une organisation dynamique, prompte à réagir, efficace, utile, responsable et transparente, appartenant pleinement à ses Membres*". Notamment pour ce qui concerne la structure et l'organisation des ressources humaines, le Livre blanc, dans son alinéa 5, stipule que: "*Les vacances de poste et le classement des nouveaux postes font l'objet d'une étude approfondie en raison de leurs implications à long terme sur les ressources. Le contrôle des coûts de personnel est essentiel pour répondre à l'objectif de croissance zéro du budget en monnaie courante. On s'efforce d'optimiser l'utilisation des ressources rendues disponibles par le départ de personnel. L'objectif est de procéder à un ajustement du budget de manière à augmenter la partie qui ne concerne pas les traitements des fonctionnaires.*"

De plus, le Secrétariat est fréquemment contacté par certains de ses Membres pour obtenir des éclaircissements et/ou des informations sur les questions d'organisation et de ressources humaines. En fournissant ces informations, l'Organisation doit tenir compte aussi bien de la demande et du besoin de transparence que de la protection des données personnelles attendue par ses employés.

Afin de fournir à ses membres les informations relatives au personnel du Secrétariat tout en garantissant la protection adéquate des données des employés, le Rapport du Secrétaire-Général au Conseil exécutif contiendra désormais des informations sur la structure du Secrétariat et la situation des ressources humaines de l'Organisation.

Dans la mesure où ces informations feront partie intégrante du rapport, les commentaires des Membres quant à leur contenu ainsi qu'à leur cadre et leur présentation sont bienvenus.

2. Autorité budgétaire et structure organisationnelle

Le document A/18/15 de l'Assemblée générale sur le programme de travail et le budget de l'Organisation pour la période 2010/2011, tel que révisé dans le document CE/90/6 a) (point sur le

budget 2010-2011 révisé) définit le nombre, les catégories et la répartition du classement des postes. En conséquence, il y a 106 postes approuvés, parmi lesquelles 48 sont de niveau P (catégorie Administrateurs et plus) et 58 sont de niveau SG (catégorie Services généraux). Une répartition par programme est également fournie dans ce document (cf. le tableau relatif aux affectations révisées 2010/ 2011 selon la nouvelle structure).

En accord avec le budget approuvé et comme le Livre blanc le prévoyait, le Secrétariat général a constitué une équipe de direction pour l'aider à gérer l'Organisation. Outre le Secrétaire général, l'équipe se compose des trois Directeurs exécutifs (Relations avec les Membres et Services, Programme et Coordination, Relations extérieures et Partenariats), du Directeur de l'administration et des finances et du Chef de cabinet. Chaque membre de l'équipe de direction est responsable de la gestion et de la supervision quotidienne d'un certain nombre de programmes. Le tableau ci-dessous montre la structure des postes affectés à chacun des programmes au 1^{er} juin 2011. Ce tableau est susceptible d'être modifié en fonction des décisions prises à la suite de recommandations du consultant quant à la définition du poste, du classement et de la structure.

Tableau 1 : Structure des postes par programme

<u>Nom du programme</u>	<u>Dénomination du poste</u>	<u>Nombre de postes</u>	<u>Dépend de</u>
<u>GESTION</u>			
	Secrétaire-général	1	
Bureau du Secrétaire général	Chef du cabinet	1	SG
	Administrateur principal, Protocole	1	
	Assistant de programme	2	
	Chauffeur officiel	1	
Programme et coordination	Directeur exécutif (DE/DPC)	1	
	Assistant principal de programme	1	
Relations extérieures et partenariats	Directeur exécutif (DE/REP)	1	
	Assistant principal de programme	1	
Relations avec les Membres et services	Directeur exécutif (DE/RMS)	1	
	Assistant principal de programme	1	
Administration et Finance	Directeur (DAF)	1	
	Assistant principal de programme	1	
<u>PROGRAMMES RÉGIONAUX</u>			
Programme régional - Afrique	Directeur régional	1	DE/RMS
	Directeur régional adjoint	1	
	Assistant principal/ Assistants de programme	2	
Programme régional - Amériques	Directeur régional	1	DE/RMS
	Directeur régional adjoint	1	
	Assistant principal/ Assistants de programme	2	
Programme régional - Asie / Pacifique	Directeur régional	1	DE/RMS
	Directeur régional adjoint	1	

	Assistant principal/ Assistants de programme	2	
Programme régional - Europe	Directeur régional	1	DE/RMS
	Directeur régional adjoint	1	
	Assistant principal/ Assistants de programme	2	
Programme régional - Moyen-Orient	Directeur régional	1	DE/RMS
	Assistant principal/ Assistants de programme	2	
<u>PROGRAMMES OPÉRATIONNELS</u>			
Développement durable du tourisme	Directeur du programme	1	SG
	Fonctionnaire du programme	2	
	Assistant principal du programme	1	
Coopération technique et services	Directeur du programme	1	DE/DPC
	Administrateur du programme	1	
	Assistant principal/ Assistants de programme	4	
Statistiques et compte satellite du tourisme	Directeur du programme	1	DE/REP
	Fonctionnaire du programme	1	
	Assistant principal/ Assistants de programme	3	
Membres affiliés	[Directeur du programme]		DE/REP
	Assistant principal/ Assistants de programme	2	
Communications	Administrateur du programme	1	SG
	Adm. général chargé des médias	1	
	Assistant principal/ Assistants de programme	2	
Tendances du tourisme et stratégies de marketing	Administrateur du programme	1	DE/REP
	Fonctionnaire du programme	1	
	Assistant principal de programme	2	
Gestion des risques et des crises	Administrateur du programme	1	DE/REP
Relations avec les institutions et le secteur privé	Administrateur du programme	1	DE/REP
Gestion des destinations	Administrateur du programme	1	DE/PC
	Assistant de programme	1	
Ressources de données et archives	Administrateur du programme	1	DE/PC
	Assistant principal/ Assistants de programme	3	
Éthique et dimension sociale du tourisme	Administrateur du programme	1	DE/RMS
	Assistant de programme	1	
Fondation Thémis	Assistant de programme	1	SG
<u>PROGRAMMES DE SOUTIEN – DIRECT AUX MEMBRES</u>			
Programme et coordination	Administrateur du programme	1	DE/PC
	Fonctionnaire du programme	1	

Traduction, Rencontres et Documents	Chef du programme	1	DE/RMS
	Administrateur du programme et traducteur en arabe	1	
	Traducteurs	4	
	Assistant principal/ Assistants de programme	2	
Publications papier et électroniques	Assistant de programme	1	DE/PC
Foires et salons	Administrateur du programme	1	DE/RMS
	Assistant de programme	1	
<u>PROGRAMMES DE SOUTIEN – INDIRECT AUX MEMBRES</u>			
Budget et finances	Administrateur du programme	2	DAF
	Assistant principal/ Assistants de programme	2	
Voyages	Fonctionnaire du programme	1	DAF
	Assistant de programme	1	
Ressources humaines	Chef du programme	1	DAF
	Assistant principal de programme	2	
Services juridiques et achats	Fonctionnaire du programme	1	DAF
Technologies de l'information et des communications	Chef du programme	1	DAF
	Fonctionnaire du programme	1	
	Assistant principal/ Assistants de programme	3	
Achats, locaux et sécurité	Assistant principal/ Assistants de programme	9	DAF

Les type, grade et nombre de postes au sein de chacun des programmes et les lignes principales du rapport correspondent au budget révisé pour 2010-2011 et sont conformes au Livre blanc. La normalisation des dénominations des postes sera poursuivie à la suite des changements de la structure du Secrétariat en fonction des recommandations faites par un consultant externe indépendant duquel l'expertise sur la définition des postes, les grades et la structure à été requise.

3. Occupation réelle des postes

La structure dans le tableau 1 correspond aux 106 postes autorisés. Toutefois, tous les postes ne sont pas occupés. L'attribution d'un poste disponible, lorsque la décision de l'occuper aura été prise, sera faite par le biais d'un concours comme indiqué dans CE/90/6 a).

Les tableaux 2, 3, 4 et 5 ci-dessous indiquent le nombre réel des membres du personnel et la répartition par grade, sexe, nationalité et âge au 1^{er} juin 2011 se trouvent dans:

Tableau 2: Répartition du personnel par grade (1^{er} juin 2011)

Grade	P.1	P.2	P.3	P.4	P.5	Au-dessus de P5
Nombre	2	10	12	8	8	4
Grade	G.2	G.3	G.4	G.5	G.6	G.7
Nombre	3	7	15	17	10	0

Tableau 3: Répartition du personnel par catégorie et par sexe (1^{er} juin 2011)

	Catégorie Administrateurs et au-dessus	SG	Total
Femmes	18	34	52
Hommes	26	18	44
Total	44	52	96

Tableau 4: Répartition du personnel par nationalité et par catégorie (1^{er} juin 2011)

Pays	Administrateurs et au-dessus	SG
Algérie	0	1
Allemagne	1	1
Argentine	1	1
Autriche	1	0
Bosnie et Herzégovine	0	1
Brésil	1	0
Cambodge	1	0
Cameroun	0	1
Canada	1	0
Chine	1	1
Égypte	1	0
Espagne	7	29
États-Unis d'Amérique	0	1
Fédération de Russie	1	1
France	5	3
Ghana	0	1
Haïti	1	1
Hongrie	1	0
Inde	1	0
Italie	3	0
Jordanie	1	0
Liban	1	1
Mexique	1	1
Maroc	0	1
Mozambique	1	0
Nicaragua	0	1
Ouzbékistan	0	1
Pays-Bas	3	0
Pérou	1	0
Philippines	1	0
Portugal	1	0
République de Corée	1	1
République de Moldavie	0	1
République dominicaine	0	1
Royaume-Uni	1	0
Sénégal	1	0
Seychelles	1	0
Suisse	0	1
Turquie	1	0
Ukraine	1	0
Uruguay	0	1

Pays	Administrateurs et au-dessus	SG
Venezuela	1	0
Total	44	52

Bien que l'Organisation n'ait pas de quotas géographiques, elle tient compte du besoin de recruter son personnel sur une base géographique aussi large que possible. Quarante-deux nationalités sont représentées au Secrétariat de l'OMT.

Tableau 5: Répartition du personnel par âge et catégorie (1^{er} juin 2011)

(Groupe d') âge	Administrateurs et au-dessus	Services généraux	Total
29 ans ou moins	1	1	2
30 à 39 ans	6	20	26
40 à 49 ans	11	10	21
50 à 54 ans	8	9	17
55 à 59 ans	12	10	22
60 ans	1	1	2
61 ans	1	1	2
62 ans ou plus	0	0	0
Total	40	52	92

Le tableau ci-dessus ne comprend pas les fonctionnaires ayant un poste de direction à durée limitée dont le terme est fixé au 31.12.2013 (Secrétaire général et trois Directeurs exécutifs).

Selon le Règlement du personnel de l'OMT et les dispositions du fonds commun de pension du personnel des Nations-Unies, il était possible de prendre sa retraite prématurément à partir de l'âge de 55 ans. L'âge de prise de la retraite est de 62 ans (disposition 24.4 du Règlement du personnel), sauf si une dérogation spéciale est accordée par le Secrétaire général.

Au 1^{er} juin, 10 postes du tableau 1 sont vacants, comme suit:

Table 6: Postes vacants au 1er juin 2011

Nom du programme	Dénomination du poste	État de la vacance
Programme régional Europe	Directeur régional	n.d.
Statistique et compte satellite du tourisme	Directeur du programme	n.d.
Développement durable du tourisme	Administrateur du programme	n.d.
Programme régional Afrique	Assistant de programme	n.d.

Nom du programme	Dénomination du poste	État de la vacance
Programme régional Amériques	Assistant de programme	n.d.
Programme régional Moyen-Orient	Assistant de programme	n.d.
Communications	Assistant/ Assistant principal de programme	n.d.
Thémis	Assistant/ Assistant principal de programme	n.d.
Services internes	Assistant/ Assistant principal de programme	n.d.
Tendances du tourisme et stratégies de marketing	Administrateur du programme	Date limite dépassée. Evaluation des dossiers de candidature en cours. UNWTO/PERS/VAC/01/2011

Il est à noter que conformément au CE/90/6 a) sur le projet de programme de travail et de budget pour la période 2012-2013, le maintien de la politique de croissance zéro pour l'Organisation et la prévision de budget des dépenses par programme nécessite que quelque 10 % des postes restent vacants à tout moment. Il faut également noter que les postes qui deviennent vacants pour cause de départ à la retraite du personnel, permettent au Secrétaire général de revoir et d'optimiser les structures des programmes, lui offrant une certaine souplesse pour faire correspondre les ressources aux besoins qui apparaissent. En conséquence, il faut s'attendre à ce qu'aucune procédure de recrutement ne soit lancée dans un futur proche pour certains des postes vacants énumérés ci-dessus.

4. Au sujet du personnel

Les principaux développements au sujet du personnel comprennent:

- La consolidation de la procédure de recrutement du personnel suite à un concours externe par la publication d'annonces des postes vacants à pourvoir et du rôle du Comité des nominations et des promotions de l'OMT pour assurer le respect des procédures de sélection par voie de concours et pour l'examen et l'évaluation des dossiers de candidature;
- L'amélioration du système d'évaluation individuelle et annuelle du personnel sur la base des conclusions et recommandations d'un groupe de travail constitué pour revoir les formats et les circuits correspondants;
- La révision des postes et de leurs niveaux. Suite aux propositions d'un groupe de travail interne sur ce sujet, le Secrétaire général a nommé un consultant externe ayant une expertise particulière dans la définition des postes et de leurs niveaux selon les normes des Nations Unies. La synthèse des conclusions du consultant est jointe et le tableau 1 de ce document sera revu en fonction des décisions prises à la suite de ces recommandations. Le tableau revu sera soumis au Comité exécutif lors de ses prochaines sessions;
- L'enquête de site en site menée par l'OMT avec les conseils de la CFPI. Cette étude est un travail quinquennal effectué par la CFPI dans tous les sièges des Nations Unies afin de déterminer la multiplication des postes de personnel de niveau P;

- La formation technologique donnée de manière large au personnel pour maintenir sa maîtrise des TIC. En particulier, cette formation a concerné la migration vers Windows 7 et MS Office 2010 récemment effectuée par le Secrétariat.

5. Proposition d'actualisation du Règlement du personnel

Le Secrétariat a aussi l'intention de poursuivre l'alignement des Statuts et Règlement du personnel, tels qu'approuvés par le Comité exécutif lors de l'entrée de l'Organisation dans le système commun des Nations Unies. Par exemple, les normes de la CFPI relatives à l'application du statut international aux membres du personnel de grade P, ne sont pas intégralement reprises dans le Règlement du personnel de l'OMT

A ce sujet, le Secrétaire général souhaite informer le Conseil exécutif que le Secrétariat continuera à revoir le Règlement du personnel pour qu'il soit en harmonie avec les règles et pratiques du système commun des Nations Unies. Les modifications apportées au Règlement du personnel seront communiquées au Conseil exécutif conformément à la disposition 1 du Règlement du personnel (Objet).

ANNEX

WORLD TOURISM ORGANIZATION

Executive Summary

Introduction

1. The Review of the Generic Job Profiles of the United Nations World Tourism Organization (UNWTO) was conducted by consultant, Patricia Suarez, under the direction of Ms. Carmen Molina, HR Chief during the period March through May 2011. This review was recommended by the Secretary General, UNWTO, and the Working Group on Generic Post Description in its report of 22 October 2010.

Terms of Reference

2. The Terms of Reference of the review established as its main assignment to review the existing generic post descriptions (P and GS posts) in line with the new organizational structure of the Secretariat introduced in March 2010 by carrying out the following main activities:
 - a) Review of the current grade level descriptors in line with the new organizational structure of the Secretariat and, as needed, editing the descriptions;
 - b) Confirmation of the profile and grades level attached to each generic post (descriptor) and its compliance with the ICSC standards (newly introduced standards), including proposal on titles (operational and generic);
 - c) Definition of the eligibility criteria that would apply for any upward move in the same post;
 - d) Propose procedures and periodicity on how to carry out the above (Note: promotion requests are referred to the Appointment and Promotion Board), and
 - e) Recommend “good practices” in this regard.
3. The Terms of Reference for the Review are provided in Annex 1 to this report.

Methodology and Approach

4. In preparation for the review, background material on the reorganization, the report and all background information and the final report for the 2004 full Classification Review were provided. At the start of the review, on March 4, 2011 the consultant visited the UNWTO Headquarters’ office in Madrid and received additional information including the Circular NS/708 that informed staff of the developments on the reorganization resulting from the senior staff meeting held on 2 March 2010, the Final Report of the Working Group on Generic Post Description, and the Memorandum on the Budget 2012-2013: Estimation of Staff Costs. The consultant also had the opportunity to meet with the Secretary General, The Head of the Staff Association, The Director of Administration and Finance and the Human Resources Chief.
5. Following these meeting the consultant reviewed the materials, had several phone calls and email exchanges with the HR Chief, produced a draft format for the GJPs, and resolved a number of issues regarding the review. The consultant also consulted with HR staff in several organizations

with the objective of receiving information on the practices in their organizations for criteria, policies, procedures and practices for upward mobility in their organizations.

6. On April 28 a teleconference was held with the consultant, the Secretary General, the Director, Administration and Finance, and the Chief, HR, to discuss in detail the first two points of the Terms of Reference. A very good discussion ensued and this report now reflects the decisions made in the conference, along with other comments received after this conference call. The report is now expanded to include findings and recommendations on the entire TOR and should now be considered the final report.

Findings and Recommendations

7. Based on the Terms of Reference the following findings and recommendations are presented.
 - a) *Review of the current grade level descriptions in line with the new organizational structure of the secretariat and, as needed, edit the descriptions and*
 - b) *Confirm the profile and grades level attached to each generic post (descriptor) and its compliance with the ICSC standards (newly introduced standards), including proposal on titles (operational and generic).*
8. The consultant reviewed Working Group's report and the analyses it carried out for both the P and the GS posts. It appears that the work was well done and will be a valuable tool when looking at factors that should be considered in evaluating new posts and/or reassignments and promotions. It also provides a UNWTO "stamp" on the ICSC classification standards for both groups of staff. The work conforms to the new organizational structure.
9. The consultant agrees with the Working Group that generic titles should be used for both P and GS posts within the organization for internal purposes and **recommends that Descriptors be used with the generic title for public and external use**. Thus a Programme Officer may carry a descriptor – Programme Officer – Risk and Crisis Management, Programme Coordinator – Asia and Pacific, or Program Assistant – Budget and Finance.
10. The consultant did not edit any of the descriptors. Instead an analysis was done of the Generic Job Profile format used by UNWTO and compared it to that of several other international organizations – the United Nations (UN), the World Food Programme (WFP), the International Atomic Energy Agency (IAEA) and the ICSC Benchmarks. Based on the analyses the consultant recommended that the GJP format be used for both Professional and General Services staff, and that the format be rearranged to include sections that are more in line with the other organizations. Annex II is a Comparator Matrix that shows how the UNWTO's format compares with other organizations as well as with the ICSC standard benchmarks for GS staff.
11. The modified format was then reviewed by the HR Chief and accepted as the new format for both the Professional and General Services jobs. The Consultant then proceeded to redevelop the Generic Job Profiles in the new format. The Package of GJPs is attached as Annex III and includes:
 - Programme Director P5, D1
 - Programme Coordinator P3, P4
 - Programme Officer P1, P2
 - Senior Programme Assistant, GS6, GS7
 - Programme Assistant GS4, GS5
 - Office Assistant GS2, GS3

12. It was agreed that the **Translation Service jobs would be separate and have titles common to those within the UN system**, and they would be required to meet the standards for UN translator jobs, which is the current practice. These GJPs form part of Annex III.
13. The purpose of having dual grades is to show the possibility of movement from one grade to the next. The “Accountability section provides a mixed sampling of tasks at both levels while the “Results Expected”, “Work Relationships”, “Experience”, and “Competencies” are defined by grade. This provides a distinction at each grade and shows the minimum requirement for the job at each grade level. Managers (Officials responsible for a programme) will be able to look at the work of the programme, determine the level of responsibility needed to carry out that work and then determine the staffing needs for the programme. Staff will be able to see the jobs of the programme and how their individual job fits into the overall work plan.
14. The Director GJP has a D-1 added to it so that it may be possible, that the Director could, in the future, and in some specific cases, be graded at D-1. More complex programmes, with multiple activities and functions may develop, and for that a D-1 may be warranted. Again it is the work programme that will define and determine what grade level is warranted.
15. There is no GJP developed for a Programme Chief or Manager. The Consultant could find no rationale for having either a Programme Manager or a Programme Chief. Units are small; most consist of 2-3 staff and perhaps a couple of consultants or collaborators. The management factor is more for the programme than for the staff. With such small programmes it was considered unnecessary to have Executive Directors and Directors and then two additional management positions. After a very detailed discussion with the SG, Director Administration and Finance, and Programme Chief, HR, it was decided that for those who primarily manage a programme, with small groups of staff, the title Programme Chief and Manager be eliminated and the title Programme Coordinator be used for posts at grades P3 and P4. Programme Officer would be used for grades P1 and P2.
16. A new grade level has been added to the Senior Programme Assistant profile as there may be some jobs for which a GS7 would be appropriate. The criteria for this level would, as with all jobs, be defined and determined by the work of the programme.
17. While titling is unique to each organization, the title Senior is usually reserved for the most senior staff in whatever category they may work. In UNWTO the majority of General Services staff have the title “Senior”. In the Annex to the Circular NS/708, 36 Programme Assistants have the title of senior out of a total of 58 General Service positions. In most organizations the title senior is reserved for those at grades GS6 and GS7. A more normal grouping would be to have the Programme Assistants at G4 and G5 and the Seniors at GS6 and GS7. Currently there are 19 staff at GS5 and 15 at GS4. For professional growth, discussed later in this Report, it would be better to have growth from GS4 to GS5, then organization –wide competition, for those jobs at GS6. Organization-wide competition for those at GS7 would also be advised since at that level a more competitive criterion should be established.
18. **It is recommended that the GS5 level jobs not carry the title “Senior”. This would be in line with most UN organizations. The change could be done by attrition for those staff that currently carry the title “senior” or explained to the staff as an adjustment to meet the titling used throughout the UN system.**
19. All GJPs are submitted in draft for and **it is recommended that all the GJPs be reviewed for comments/ additions and changes so that they can be finalized and used for future staffing exercises.**

20. The grades proposed for each of the GJPs are in line with those in other organizations vis a vis the ICSC standards. However, in reviewing the titles and the grades of staff in the UNWTO it is apparent that the grades are not always in line with the current titles nor with the proposed new titles, i.e., a Programme Manager may be at P3, P4, or P5. A Senior Programme Assistant may be graded at GS4, GS5 or GS6. A Programme Officer may be a P1, P2, P3 or P4. This is not in line with grades in other UN organizations and needs to be addressed. **If the grades and titles are accepted then it is recommended that titles be adjusted as set out in this report.**

c) *Define the eligibility criteria that would apply for any upward move in the same post.*

21. UNWTO is a very small organization and the possibility for career advancement and lateral transfers throughout the organization is not readily available. With only one or two positions in each work programme, within the two tiers of staff, there is little chance for advancement unless a person can grow within the job. However, this growth can only be justified if there is work in the Programme that justifies the higher grade, and the person is able to meet the criteria for that work. Additionally, in most cases, there are not multiple jobs throughout the organization where a reassignment would be available.

22. In the Regional programmes, the Professional positions are relatively few and there is often a requirement for knowledge of the region or a language skill which may eliminate some otherwise qualified candidates. In the Operational and Support Programmes, some specialized knowledge is often the criterion for a position. For the GS staff the same is true. This limits the possibilities for lateral transfers as well as promotions to positions outside the current programme of the individuals.

23. Based on the above situation and the limitations it implies, it is recommended that the criteria for professional growth promotions be as follows:¹

- The work programme demonstrates an existing and future business need for the higher graded position:
- The staff member currently in the position is qualified to carry out the assignment at the higher level;
- The staff member has a minimum number of years of experience at the previous level as defined in the GJP;
- The staff member has had positive performance evaluations in the past three years, including at least one outstanding or excellent one;
- The staff member is in full compliance to Standards of Conduct for International Civil Servants.

d) *Propose procedures and periodicity on how to carry out upward mobility, i.e., professional growth promotions*

24. Based on information received from other organizations, the following are procedures are recommended for professional growth promotions.

- In agreement with the Secretary General and in coordination with the Chief of Cabinet, the Programme Coordinator, HR should send a memorandum to the Executive Directors with the schedule for the Annual Professional Growth Promotion Review.

¹ This is taken mostly from the Asian Development Bank but is in line with the Inter-American Development Bank and the European Investment Fund. Eligibility criteria have been added based on discussions with UNWTO staff.

- Requests for professional growth promotions should be submitted by the Executive Director for the Programme or the Director, Administration and Finance once a year;
- The direct supervisor of the person for whom the promotion is being submitted should prepare the individual request, together with a copy of the GJP and a brief statement of how this job supports the work of the programme as well as a statement that the staff member meets the criteria, listed above, for the next grade level;
- The Programme Coordinator, HR (currently called the Programme Chief, HR) should review the documentation, ensure that it is complete, and then assemble all the requests into portfolios and distribute them to each of the members of the Promotions Review Board at least ten days before the meeting is to take place. Depending on the number of promotions under review the Programme Coordinator, HR, may suggest that multiple meetings be held.
- In addition to the members of the Appointment and Promotion Board the Executive Director sponsoring the request, along with the immediate supervisor of the staff member should be available to answer any questions, as needed.
- The recommendations of the Board should be recorded and provided to the Secretary General for decision within one week of the meeting.
- If approved, a personal action form with a letter of congratulations should be provided to the staff member shortly thereafter.
- Once finalized these procedures should be available to the staff in a Staff Circular.

e) *Recommend "good practices"*

25. The consultant contacted several international organization that have some form of professional growth promotions and also some that do not. Most are organizations where the consultant had worked or knew people within those organizations. The following are examples of what is currently in practice.²
26. The UN Secretariat does not have "in post" or professional growth promotions. Staff have annual performance appraisals but there is no grade or monetary award associated with it. At one time there was a procedure in place to award outstanding performance, but the consultant has not found any professional growth program. However, jobs may be upgraded if the supervisor fills out a Request for Promotion Form and then submit it to a programme in Human Resources where it will be reviewed by an HR classification person. It might also require a desk audit. This is not a recommended "good practice."
27. The World Food Programme has a form of professional growth promotions for Professional staff. In WFP there is a policy of mobility and a newly recruited staff member must sign a statement that he/she would be available to move between field and headquarter positions periodically.

Staff may be reassigned to sit on a post that is one grade higher or lower. There is no additional compensation for sitting on a post that is one grade higher and no reduction in compensation for sitting on a post one grade lower. A Special Post Allowance may be given if the post is two grades higher. Periodically staff are reviewed and personal growth promotions may be given. This model does not appear to be a workable one for UNWTO model as there is no mobility policy, no field staff and not enough posts that could be filled by multiple staff because of their "sameness".

² Not all the information is complete and may be updated as more information becomes available.

28. At WFP there are no professional growth promotions for General Services staff. To receive a promotion one must apply for a vacancy that is at a higher grade or a job audit could be requested if the supervisor feels the job is under-graded. More fully developed procedures and a confirmation on the periodicity recommendation will be provided once more information is available.
29. At the **Inter-American Development Bank** they have a program for professional growth promotions. The eligible staff members can progress from a current grade level to a higher one within a Career Path. Eligibility for Promotion requires at least two years of demonstrated superior performance at the previous grade level and demonstrated readiness to assume higher level functions and responsibilities. If there has been superior performance, than time in grade could be shortened to one year after a detailed assessment has been submitted by the Organizational Programme Manager. There is a clearance panel that will review the list of nominated candidates to be considered. All decisions, recommendations and comments resulting from the Panel discussions will be reflected in the Annual Promotion Exercise Minutes. The HR person in charge will coordinate any feedback to candidates resulting from the process. Line Supervisors will provide feedback to candidates. Once cleared, the clearance is valid for two years from the date of the panel meeting. At any point during this period the Organization Programme Manager may request that the promotion be granted. All promotions will be effective on the following pay period from the submission of the Manager to promote.
30. There are similar procedures for the Technical and Managerial Track promotions. I have questions in to the HR Business Partner, the HR person who runs the panels as to whether Support Staff are included in professional growth promotions and will amend as additional information is available.
31. Procedures at the **European Investment Fund** are similar to those at the IDB. Most positions have dual grades. When the professional growth promotions were introduced, there were only 50 staff. Currently there are more than 200. Additional information is expected and will be reflected.
32. At the **Asian Development Bank** there are a number of promotion processes that are used by management and department heads to promote staff outside the vacancy driven promotions. The one that is most appropriate for UNWTO is what they call Position Level Complement Action (PLCA). It is an upgrading of a normally filled position that is within the department/office's allocation ratios. The PLCA is not advertised. Requests are submitted to the HR Department by the user Department. An internal selection panel is constituted which will make recommendations to the Vice President (Finance and Administration). The eligibility is that which is proposed for UNWTO.
33. There are also some promotions that may be given on a personal basis to an individual to recognize an individual's outstanding service. This does not depend on a position opening and has the effect that the incumbent's personal level increases to one level higher than the current personal level. This is called a PIO (Present Incumbent Only). PIOs are being phased out.
34. Finally there is also the "Under-filling" Policy. A staff member may be selected for a position on an under-fill basis either upon recruitment or following the completion of competitive selection procedures. In such a case the staff member under-fills for one year and then the department head considers performance and recommends promotion to position level.

35. The model selected for UNWTO relies heavily on the ADB's Position Level Complement Action, but is adapted to the needs of UNWTO. The management should review and offer suggestions as to how the suggested criteria and procedures can be improved and further developed.
36. The Consultant wishes to thank the Secretary General, the Director, Administration and Finance, and, of course the Chief, HR for their patience in working with me. I am available to make any additions and modifications as may be required as well as visit with you again to further develop these ideas and/or explain them to a broader group of staff.