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FINANCE COMMITTEE

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Human Resources Strategic Action Plan

Queries on the substantive document may be addressed to:

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EXECUTIVE SUMMARY

- The Committee is presented with the HR strategic plan 2020-2021 in narrative form which covers a summary of the key content, timeline and Key Performance Indicators (KPIs) of the plan as requested, as well as information on its formulation, how it will be communicated, and required support for its implementation.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of the content of this document which presents the Organization's plans for strategic and reform-based human resources management actions.

Draft Advice

- **The Committee noted the contents of the HR strategic plan and looked forward to receiving at its spring session in 2021, the presentation of results achieved in 2020 in the new HR Annual Report, highlighting progress made towards the HR strategic plan, milestones and KPIs, in addition to workforce statistics.**

I. Introduction

1. Achieving food security for all and ensuring people have regular access to sufficient levels of nutritious food to lead active, healthy lives is at the heart of FAO's efforts in pursuing its mandate. Its success in achieving these aims is dependent on its people.
2. The vision of the Director-General is that in a changing world, innovation and collaborative efforts are needed to reach the goals of the 2030 Agenda for Sustainable Development. To that end, FAO requires people-centred HR strategies and policies that drive a culture of integrity, innovation, collaboration and excellence.
3. The HR strategic plan 2020-2021 aims at putting in place the HR building blocks that will allow for long term reform and make FAO a better place to work. It prioritizes initiatives and actions in direct response to recommendations made by internal and external stakeholders and oversight mechanisms, including audit requirements. Its goal is to promote a diverse and inclusive workplace that attracts, develops, and engages people of the highest calibre, who are engaged, and empowered to perform to the best of their abilities.
4. In 2022¹, a more long term and holistic People Strategy will be developed in support of FAO's Strategic Framework linked to its goals and results, and taking into account emerging priorities from the 'Future of work'². This is the first Strategic Framework to be developed under FAO's Director-General, Dr QU Dongyu and will take forward his vision of building a dynamic and strengthened FAO for a better world, and to support Members in achieving the Sustainable Development Goals (SDGs) during this decade of action..
5. Early 2021, as agreed by Finance Committee Members in the 2020 Spring session, the HR Annual Report will be published and presented at the 2021 Spring session, highlighting progress made towards the HR strategic plan, milestones and KPIs, in addition to workforce statistics. The KPIs of this plan are those which have been carefully designed and agreed upon with Governing Bodies, external experts³ and UN system wide action plans. In addition, a range of pragmatic deliverables and outputs is foreseen and discussed as part of this report.

II. Background and approach

6. In March 2020, the new Director of the Human Resources Division (CSH) took up her functions. In accordance with the Director-General's vision and Council's recommendation (CL 163/5), one of the main priorities was the development of an HR strategic plan. The plan needed to be aligned with FAO's strategic, operational and programmatic priorities, and detail expected results with timelines and milestones, as well as indicators to ensure accountability. This plan also enables communication of Human Resources priorities and timelines with internal and external stakeholders, helps set expectations and defines scope, directs the work of the CSH teams, reduces risk for the organization and aligns all Human Resources activities for reporting, measuring, and monitoring progress.

¹ In 2022 we plan to see the final delivery of urgent reforms undertaken in this short term plan while transitioning into the longer term plan. A people strategy is broader than an HR strategic plan, which focuses on CSH managed initiatives and CSH structure.

² See also <https://www.ilo.org/global/topics/future-of-work/lang--en/index.htm>; CEB-HLCM Taskforce on the Future of the UN System Workforce.

³ CultureIQ (the external provider that administered FAO's survey)

To ensure a holistic and integrated plan it is important to listen to all of the stakeholders and consider the full range of necessary drivers and priorities:

7. A desk review was carried out which covered, inter alia, the following elements: FAO's workforce demographics and trends, FAO's Risk Register, recommendations from the FAO Council and Finance Committee and Internal and External Audits such as the recent audits on the Geographic Mobility Program, Non-staff Human Resources (NSHR), and the Recruitment and on-boarding of professional staff. It also integrated HR priorities formulated in a number of FAO's Action Plans on important areas such as the achievement of equitable geographic distribution and gender parity of FAO staff, the Anti-fraud Action Plan, and the Prevention of Sexual Harassment and the Prevention of Sexual Exploitation and Abuse Action Plans.
8. The results of the Employee Satisfaction Survey were also important to consider, as was the input and consultations with the Staff Representative Bodies (SRBs), highlighting issues and concerns from their constituencies.
9. The HR strategic plan also considered documented UN-system wide drivers and priorities. These included recommendations of the United Nations Chief Executives Board for Coordination (CEB)/High Level Committee for Management (HLCM), such as the UN Disability Inclusion and Mental Health strategies, UN Reform elements, and recommendations from the Joint Inspection Unit (JIU) and the International Civil Service Commission (ICSC).
10. This approach provided a range of valuable and diverse voices, from HR professionals advising on best practice adapted to FAO's unique requirements as a specialized agency, to employees and FAO Members. They included also the FAO Oversight Advisory Committee, SRB reports on Mobility and Career Development and Annual reports from Offices such as the Ombudsman and the Inspector General. In addition, inputs for this work plan also came from the Director-General, from Regional HR Officers, and from CSH clients and partners via formal and informal communications.

Flexible approach

11. This HR strategic plan is not set in stone and will require a flexible approach. This plan was formulated in the context of the COVID-19 crisis, which has influenced many of the activities that it contains, underpins the forward looking requirements, and impacts on the delivery dates. 2020 has required CSH to primarily focus on activities supporting the effective and coherent administration and management of employees during crisis. As the status of COVID-19 internationally remains unpredictable, this plan must also remain flexible enough to respond to emergencies as required, as was necessary in March 2020. At the same time, it is recognized that the COVID-19 response, the special measures introduced and new ways of working, can be a catalyst for, and may accelerate change.
12. The need to rebuild the CSH team is another element affecting the plan's delivery. CSH is taking action to put in place currently absent key functions of an effective HR structure, to redress the challenges it has faced in meeting 'best practice' in terms of its operations, as well as undertaking reform activities. In support of HR reform, the structure of CSH has been revised and the posts of Deputy Director Human Resources, Chief Strategy and Policy as well as senior staff positions in workplace relations, automation and reporting, career development and social security are currently being / have recently been filled. Although this will enable CSH to move forward with the strategic plan, it is to be noted that the bulk of these positions will not be on-boarded until late 2020.

Supporting Culture change

13. The HR strategic plan promotes reform by providing processes, policies, tools and outlining the practices, for effective talent management. While CSH will support the awareness of new processes, provide knowledge on how to apply them, and reinforce behaviours through the

development of indicators, managers and employees at all levels can shift the culture by ‘setting the tone’. They do this through their own behaviour and by demonstrating which behaviours are rewarded, encouraged, ignored or sanctioned.

14. The HR strategic plan is just one component of culture change that is helping the Organization drive towards its values. Other initiatives are occurring, such as headquarters restructuring and new cross-silo reporting lines, the Taskforce to streamline bureaucracy and administration, the Employee Satisfaction Survey consultations and action planning, the Prevention of Sexual Exploitation and Abuse (PSEA)/Sexual Harassment (SH) Taskforce, the Employee Recognition program, and transparent, enhanced two-way communication with employees and stakeholders, and informal fora such as the Youth Committee and Women’s Committee.

III. HR strategic plan

Outline

15. Strategic Objective: Efficient and effective management of human resources through best practices that support the achievement of strategic, operational and programmatic goals of the Organization.

- **Outcome 1**: People-centred HR policies on staffing, learning and development, diversity, inclusion, and staff well-being that drive a culture of engagement in which staff can perform to the best of their abilities.
 - 1.1 Enhanced staffing and mobility framework and practices.
 - 1.2 Strengthened and enabled capability through staff development and learning opportunities, and improved performance.
 - 1.3 A work environment that is diverse and inclusive where employees feel valued, engaged and have a sense of belonging.
 - 1.4 A safe and healthy work environment.
- **Outcome 2**: Stakeholder-centred communications, reporting and tools that enable timely, comprehensive adoption and implementation of HR strategic actions, products and services.

Seven Guiding principles

16. These are the principles which will guide the design of the activities and outcomes in the plan, as well as how we will implement it. Each initiative will be developed gradually in consultation with stakeholders, including the SRB’s, to ensure a transparent, balanced and pragmatic approach.

- 1) **Put people first**, in recognition that people are FAO’s greatest asset, central to its success, and fulfilling our duty of care.
- 2) Collective Commitment **for people management** with clear roles and responsibilities between employees, HR, managers, and senior leaders.
- 3) **Co-creation and innovation** as a way to succeed in a fast changing environment, leveraging resources, including in partnership with RBAs.
- 4) **A diverse and inclusive workplace** embraced, where everyone can thrive.
- 5) **Decentralized services & decision-making** close to majority of our employees.
- 6) Deploying **simplified policies & processes**, automated where possible.
- 7) **Results-based** approach, able to measure impact for clients and employees.

Key reform priorities for the next 3-6 months

17. These are in addition to on-going operational activities, and are detailed in the body of this report.

- 1) Development of the HR strategic plan 2020-2021 and Annual report (2020).
- 2) Delegations of Authority for Human Resource Management.
- 3) Develop and launch transparent, streamlined recruitment policies (for GS, P, D level and short term staff), that provide opportunities for career growth, promote mobility, gender parity and equitable geographic distribution, reduce vacancy rates and time to recruit.
- 4) Employee Satisfaction Survey follow-up, action planning and input for policies and plans.
- 5) Institutionalize the new ways of working through innovative, flexible working arrangements, while ensuring necessary connectivity, including physical, with the workplace.
- 6) Develop and launch a Job Growth Policy.
- 7) Bring HR practitioners together around the strategic plan.

IV. Highlights of activities, outputs and timelines of reform initiatives⁴

Outcome 1: People-centred HR policies on staffing, learning and development, diversity, inclusion, and staff well-being that drive a culture of engagement in which staff can perform to the best of their abilities.

Enhanced staffing and mobility framework and practices

18. By December 2020 we are on track to finalize consultations for ***new and updated, streamlined, transparent recruitment policies and procedures for GS, P, D level***, to be launched in Q1 2021. These new policies and practices will support Organizational commitments to selecting highly qualified candidates through a merit-based process, while striving for diversity, career development of internal candidates, mobility, and effective and decentralized decision making.

19. In addition we will be delivering ***key audit recommendations that clarify and streamline the selection, use and application of non-staff human resources (NSHR) by December 2020***. These include communications on the use of corporate rosters and reference checks; revisions of and proposals for second language requirements, living allowance and contract break guidelines; and identifying KPIs to verify the proper use of these resources. In 2021 further audit recommendations will be implemented that support quality control, streamlining of contract modalities, and aligning country guidelines with policies and practices.

20. As part of the headquarters restructuring the ***selection of FAO Representatives (FAORs)*** is integrated into CSH, enabling a more holistic approach to talent management.

21. Effective and streamlined recruitment policies and practices will support the development of a ***Mobility framework*** that fosters career development, takes into account staff wellbeing and UN system best practices, and promotes an adaptable, global and multi-skilled workforce. Approached as a framework rather than one mandatory programme and taking into consideration the audit recommendations from the review of the previous mobility policy, this framework is foreseen to include a range of types of staff mobility that would meet the specific needs of FAO as a knowledge based organization, include the possibility of interagency mobility, and strengthen partnership and interaction between all FAO offices. The development of a mobility framework will take place in 2021, and could include initiatives such as interagency exchanges with UN organizations, a

⁴ These activities are in addition to the day-to-day operational work, recruitments, case management etc.

mechanism for systematic rotation of FAORs, and a roster of employees to support offices that need extra capacity to address a sudden influx of work (Surge Capacity roster).

22. The restructuring of headquarters, including the development of generic job profiles to sustain it, will be supported this year and into 2021. In 2021, we will be looking at a larger ***workforce planning exercise*** in collaboration with the Office of Strategy, Planning and Resource Management (OSP) to assess the long term requirements for staffing, succession planning, skills, skill mixes and diversity, so that we are able to support the delivery of the strategic framework 2022 – 2031 and the future strategic requirements of the Organization linked to its goals and results.

23. In 2021 we will be ***enhancing our outreach*** through an improved website, messaging and internal communications. This is designed to support the implementation of our new recruitment policies and reinforce organizational values of diversity and inclusion in FAO.

24. This year we are streamlining and expanding ***our young professional programmes*** through more dynamic partnering with UNV, synergizing with RBAs, and improved engagement and support to hiring units. Next year we will design and develop a tailored Orientation programme for Associate Professional Officers (APOs)/Junior Professionals (JPPs), and update the on-line Orientation tool kit for all new employees.

KPIs

The delivery of the new streamlined recruitment policies and tools, the Council mandated restructuring at headquarters, and enhanced workforce planning are all ambitious actions that, as well as being outputs in their own right, will contribute to significantly reducing vacancy rates from the baseline of March 2020 (19%)⁵, that the FC requested to address as a priority in the 2020 Spring session. In addition, the following will be used as indicators.

- ***Recruitment time, number of weeks*** from the closing of the vacancy to initial offer (target 120 days by December 2021, from baseline in December 2019 145 days).
- A KPI for mobility will be developed as part of the Mobility Framework.

Strengthened and enabled capability through development and learning opportunities, and improved performance

25. To ensure employees have the skills necessary to deliver on Organizational plans, the focus in 2020 is on ***high quality, needs-based learning and training programmes***. A Global Learning Needs Assessment has been carried out in 2020, as well as access provided to new online courseware, and monitoring of mandatory training via dashboards and reporting tools. Promotion of learning opportunities through a variety of communication channels will continue throughout 2020. The results from the Employee Satisfaction Survey will inform development of the 2021 corporate staff development plan, as well as a Rewards and Recognition framework and actions.

26. ***Personal, targeted career development*** is supported through a variety of face to face workshops and on-line platforms of e-learning courses that provide a wide range of functional, operational and strategic content. This enables staff to self-develop and be competitive in preparation for their next internal or external career goal. In particular, essential skills such as communication skills, management, and language skills are being delivered in 2020.

27. A new Executive ***Leadership Management*** Programme for senior professionals (P5 and above), and an Emerging Leaders Programme (P2 level) are all being piloted in 2020. Management and leadership development training for mid-level professionals (P3/4), A/FAORs, with a particular

⁵ Prior to HQ restructure. Data-pack presented to Members at the 180th session of the Finance Committee, 8-17 June 2020

focus on women, leveraging UN system offerings, are planned to be provided by December 2020 and 2021 consecutively.

28. In addition to the staff learning and development offerings, a ***Job Growth*** policy will be developed in 2020 and will define the process and criteria for ‘in-the-job’ promotion. The purpose will be to ensure that long serving staff, in particular in the GS category, who have taken on higher duties over time have the opportunity to be considered for promotion where their job has grown. The primary path for promotion remains as a competitive process through a successful application for a higher level position (see paragraph 18).

29. In 2020 we are also focusing on providing, promoting and monitoring compliance to a wide range of learning offerings that assist the implementation of policies and practices for ***improved performance in fraud prevention, risk management, ethics and protecting staff***. In 2021 further guidance will be provided to enhance internal controls by raising employee awareness of the FAO Basic Texts, Payments processes, Results Based Management, and the administrative management of NSHR.

30. In 2020 we are streamlining the performance evaluation process as well as enhancing capacity for the use of the system for ***performance management*** through briefings, workshops and online training, automation of appraisals for short term Professional staff, and reframed objectives for FAORs. For 2021, we will produce and share reports on overall performance ratings and automate appraisal forms for short term GS staff.

KPIs

In addition to the delivery of the Global Needs Learning Assessment, the development of the Employee Satisfaction Survey 2022, new policies, guidelines and skills-based learning tools the following indicators will be used:

- Employee Satisfaction Survey 2022 result for agreement to statement “I have opportunities to learn new skills that help me carry out my job”, (target 2021/2 62%, from baseline 2019/20 57 %).
- Compliance rates to Mandatory training (target December 2021 60%, from baseline December 2019 40%)⁶.

A work environment that is diverse and inclusive where employees feel engaged, valued and have a sense of belonging

31. Diversity is a key strength and will help FAO find innovative solutions in response to global needs. FAO remains committed to a diverse workforce and a respectful workplace where everyone feels included, valued, and respected regardless of their background, experience, gender, nationality, race, ethnic origins, religion, language, marital status, sexual orientation, age, disability or socio-economic status.

32. In early 2021, a ***Diversity and Inclusion report*** will be developed with data, evidence and statistical analysis (attraction, retention, progression rates), across all levels and employee categories to better understand root causes and systemic issues, enabling appropriate actions to be selected in

⁶ Target must take into consideration turnover of Non-Staff Human Resources, amount of training being introduced, and limited internet access/coverage in certain locations. Mechanisms to reinforce compliance include a monitoring tool that provides training data to all Country Offices, focal point network to report on training completion, and system related follow-up actions.

addressing issues. A new FAO Disability Inclusion policy, guiding all aspects of talent management, will be ready for delivery in early 2021.

33. In 2020 CSH continued to monitor the *Employee Satisfaction Survey*, and summarized and reported on the results. Engagement with employees through the results of this staff survey will continue this year through action planning sessions and by refining the design next year for the 2022 survey⁷.

34. CSH also plays an active role in the FAO Taskforce on the implementation of the Action Plan on PSEA/SH⁸, and works closely with other agencies, the new FAO Ombudsman⁹ and the Ethics office¹⁰, to ensure the necessary measures are in place for *a respectful workplace* (and the *prevention of harassment, sexual harassment, discrimination and abuse of authority*).

35. In 2021, a new workplace conduct policy will be launched with clear definitions of expected behaviours, clarifying roles and responsibilities of employees, managers and the offices involved. For 2020, actions include the adoption of a new performance indicator in PEMS that holds managers accountable for an inclusive workplace, and improved reference check processes at the UN interagency level.

36. A suite of mandatory training and briefing sessions for managers and staff are being delivered and will continue to be added to in 2021 with learning offerings on ‘Preventing sexual harassment: Role of managers’, Inclusivity/Diversity, and a mentoring programme for young employees and women. These offerings will assist the *development of behaviours that underpin an inclusive, safe workplace*, by providing knowledge on how to manage, report, and be protected from abuse.

KPIs

In addition to the delivery of new guidelines, policies, audit requirements, the following will be used as indicators:

- Gender parity in the professional level positions (baseline P1 to P5 December 2019 44%, baseline D1 and above December 2019 25%)¹¹.
- Corporate geographic representation (target is to maintain the percentage of equitably represented countries at 75% or above, from baseline December 2019 86%).
- Employee Satisfaction Survey 2022 result for agreement to statement “FAO has effective policies, processes and procedures to address harassment and other unacceptable behaviour”, (target 2021/2 70% of staff, from baseline 2019/20 64 %) ¹².

A safe and healthy work environment

37. It is imperative that even in the most difficult duty stations, employees feel supported and cared for. FAO will make every effort to ensure that occupational health and wellbeing, including

⁷ See FC 183/5 Rev.1 Update on the post-Employee Satisfaction Survey Action Planning Process

⁸ See update CL 165 December 2020

⁹ The Ombudsman covers a range of workplace conducts and is responsible for mediation. For more information see Ombudsman website

¹⁰ The Ethics Office covers a range of workplace conducts. For more information see Ethics Office website

¹¹ The Action Plan for the Achievement of Gender Parity in the Organization aims to achieve gender parity at professional level by 2022 and for senior positions by 2024.

¹² Target was determined in consultation with CultureIQ (the external provider that administered FAO's survey), based on the percentage increase of survey scores which CultureIQ has observed in other large organizations. This percentage covers respondents who strongly agree/agree. Neutral responses (23% in 2019) are not included.

mental health, stay at the forefront of service delivery. Creating a safe and healthy work environment has been even more important and challenging this year and possibly also in the year to come.

38. The global impact of ***COVID-19*** is significant, and CSH has worked closely with the Crisis Management Team to respond strategically to the threat, and navigate the changes in the workplace. In this highly complex, unprecedented situation, CSH's contributions in the first phase (March 2020) of the pandemic focused on staff engagement and the development of HR Administrative guidelines. These introduced ***special measures that ensured business continuity*** as well as health and safety of employees, including addressing issues arising from government directed quarantine regulations.

39. Looking ahead, as long as there is no vaccine or therapy, CSH will take steps to institutionalize some of the new ways of working, in particular with regards to teleworking and flexible working arrangements. The HR strategic plan covers actions and outputs to support the ***transition to new ways of working***. The introduction of, and developing competencies for the necessary use of digital tools is supported through the development of new digital learning platforms and forums, including how to ***manage teams and performance remotely***. This also includes targeted training and the transition of all learning programs to digital and virtual models.

40. To support ***employee health*** and mental health initiatives in the UN there has been a focus on promoting information about and access to medical insurance plans, Tele-health services, and FAO Medical and counselling services, in collaboration with FAO Health Services¹³. CSH will also take the lead for developing the Staff Support Plan (SSP)¹⁴, aiming to provide essential and effective human resources support for staff and families in natural disasters or other critical incidents.

41. ***A new medical tender for MCS/MCNS, MICS and GLADI*** is expected to be concluded before the end of 2020 to enhance coverage of the current medical insurance for NSHR and locally recruited staff in Decentralized Offices (DOs), and to provide more streamlined and automated user processes with improved access. The institutionalization of audits and further reviews of medical plans to ensure effective contract management and provision of appropriate coverage ***for staff*** is planned for 2021, along with further digitalization, automation and streamlining of services and processes.

42. Improved service delivery of the ***Pension and After Service Medical Insurance*** will be established in 2020 through clarified roles and responsibilities between CSH and the Shared Services Centre (CSLC) to ensure better communication with retirees. In addition, digital solutions for processing pensions globally and reviews to assess After-Service Medical Coverage (ASMC) participation rates are also underway in 2020. The Staff Pension Committee policy and Election guidelines will be revised, and the UN Office of Investigation and Oversight Services (OIOS) audit on UNJPSF Disability case review will be completed. In 2021 we will be delivering information sessions for staff on UNJPSF benefits, in addition to retirement seminars.

KPIs

Although there are no specific numeric KPIs for Outcome 1.4, the delivery of a new Medical insurance tender/scheme, an Operational Level Agreement (OLA) with CSLC, the revision of Manual Sections and guidelines, a pilot of new digital solutions for retirees, information sessions and the UN Staff support plan implementation will all be outputs.

¹³ FAO Health services have recruited an additional six counsellors with services in English, French and Spanish and provide educational sessions and crisis incident response consultations. A Peer Support program for early identification/intervention after critical incidents/emerging stress issues has also been established.

¹⁴ The SSP forms part of the UN Organization Resilience Management initiative that aims to mainstream emergency management components into on-going operations.

Outcome 2: Stakeholder-centred communications, reporting and tools that enable timely, comprehensive adoption and implementation of HR strategic actions, products and services

43. In line with the key lessons learnt outlined in the Programme Implementation Report 2018-2019, the implementation of the HR strategic plan will require the support of a ***change management approach***, involving communication with stakeholders and senior management to prepare them to adopt and lead changes. On-going reform in the Organization has emphasized the requirement for robust planning, stakeholder involvement and consultation in order to ensure that business processes and tools reflect policy changes, and that adequate guidance and support are provided to users.

Therefore Outcome 2 of the HR strategic plan is built around enabling and supporting the changes that this plan will necessarily underpin¹⁵ through people centred/stakeholder processes for delivery.

44. ***Enhanced HR strategic planning*** along with a new Annual report (2020) will be key outputs. Firstly, we will seek to ***consult with and engage our stakeholders*** this year and connect around the HR strategic plan, beginning with the HR team and practitioners, SRBs, and senior management, before we communicate with Members and all staff to share our vision. We will then also monitor this plan, set up the Annual HR report, and enable different audiences to engage around progress and KPIs.

45. In 2021 to continue the process of engagement and communication we will launch improved intranet and website pages with content that reflects our priorities. Our intranet communications will promote understanding, knowledge, and ability of how to perform people management processes, and improve access to support.

46. This year regular ***consultation and feedback mechanisms*** will be set up to build capacity in human resources good practices and support implementation of reform actions. This will be enhanced in 2021 via Community of Practice groups at decentralised offices and headquarters. The effective management of and response to key internal and external stakeholders through existing mechanisms such as SRBs, Governing Bodies and UN system-wide networks will be a priority.

47. ***Improved HR function reporting and tools*** will ensure informed decision making and improve communication with stakeholders. We are continuing to automate processes and gather and disseminate data through the development of dashboards, TALEO, Scorecards, Employee Survey, intranet, you@fao¹⁶, and GRMS¹⁷. Along with the proposed statistical analysis report for diversity and inclusiveness we will develop the new HR Annual report to Members at the 2021 Spring session, .

48. . By December 2020 the new HR structure and new roles and terms of reference will be developed and recruited for, in 2021 ***roles and responsibilities between HR practitioners*** in CSH, CSLC and Regional Offices will be clarified and communicated.

49. In addition, in 2020, ***HR Delegations of Authority*** (DoA) will be reviewed to streamline and empower decentralized decision making, and corresponding updates to the FAO Administrative Manual are planned for 2021. This will enable all roles in the Organization, in particular senior

¹⁵ Although there are many evidence based models for change management we are using the UNSSC model as it incorporates many best practice models and is tailored to the UN. The UN Laboratory for Organizational Change and Knowledge (UNLOCK) model supports managing and implementing change through providing a vision, strategy, engagement and communication with stakeholders, establishing mechanisms to sustain change and engagement, governance/ R&R, building capacity and quick wins. The activities under Outcome 2 are designed to implement and enable change by implementing these practices.

¹⁶ Learning and Performance Management System

¹⁷ Global Resource Management System

managers and people managers, to be able to support and implement the new guidelines, practices and reform priorities under the HR function.

KPIs

Although there are no specific numeric KPIs for Outcome 2, the delivery of an HR strategic work plan with activities, results and timelines, Annual report (2020), new CSH structure and roles, updated website, and publication of updated DoAs in the manual, new mechanisms for engagement with key stakeholders and business partners, communication and consultation practices established, data dissemination/collection tools (TALEO, you@fao, scorecards) will all be pragmatic outputs.

V. People management: a joint responsibility

50. In order for the HR strategic plan to be successful it will require many players playing their parts either as people managers, organizational leaders, embracers of opportunities and tools on offer, or providers of professional HR capacities and expertise.

51. The role of people managers is key as they need to effectively encourage performance in their teams, be supportive of diversity, understand how to be inclusive and ensure staff well-being, and proactively implement people management policies, practices and guidelines, knowing where and how to request assistance. Leaders need to visibly and actively uphold HR policies through behaviour, and communicate direction and priorities for resourcing and workforce planning, as well as visibly champion change. Likewise Members and Governing Bodies need to understand it and provide guidance on it as necessary.

52. All employees need to contribute to staff-management dialogues to ensure alignment of the strategy, and take opportunities to proactively develop themselves and their careers. Active monitoring of their health, well-being, performance, ethics and integrity is also necessary.

53. The HR strategic plan is a plan for both CSH and other stakeholders to follow, own, and monitor progress against, adjusting it as necessary. CSH will work closely with stakeholders including senior management, SRBs and our business partners to engage and share knowledge on this strategy to reduce risk and ensure ownership.

54. Together we will ensure FAO's strategic relevance, and programme and administrative effectiveness, through its human resources capacity and capability, providing an HR function that acts as a business partner and change agent.