

Note to the Chef de Cabinet

Report of the Secretary-General on Mobility First Annual Report

1. The attached note from USG/DM on the above-mentioned subject refers. The note proposes approval of a draft report of the Secretary-General on mobility as an addendum to the overview of human resources management reform. The report is submitted pursuant to General Assembly resolution 68/265.
2. In resolution 68/265, the General Assembly requested annual reports on mobility, which for the sixty-ninth session should include additional data and information as outlined in paragraphs. 11 a) through k) of the resolution.
3. The proposed report outlines the (a) staff mobility trends; (b) staffing process under the mobility and career development framework; (c) roles and functions of the staffing bodies and structures in the mobility framework; (d) enabling factors to support mobility; and, (e) implementation of the mobility framework. The report is expected to be read in conjunction with A/67/324/Add.1, A/68/358 and A/69/190/Add.2, which outlines proposals to strengthen the performance management system. OPPBA and DFS are working on data related to the cost of mobility (direct and indirect), which shall be inserted in the report prior to publication. The report has taken into consideration the views of the Department of Field Support.
4. The proposed action by the General Assembly is to take note of staff mobility trends; direct and indirect cost of moves; the terms of reference of the various bodies; and the transitional measures agreed with staff representatives. OCdC has reviewed the report and reverted to DM with some suggestions that have now been incorporated in the report.

Recommendation:

5. Your approval of the draft report, on behalf of the Secretary-General is recommended.


Patrick Carey
4 September 2014

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Note to Ms. Malcorra

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EXECUTIVE OFFICE
OF THE SECRETARY-GENERAL

The Secretary-General's report on mobility

On behalf of Mr. Takasu, I am pleased to submit, for your endorsement, the attached report of the Secretary-General on mobility as an addendum to the report on overview of human resources management reform.

Please note that DFS and OPPBA are still working on the financial data related to the geographic moves in the field and thus paragraph 11 of the report has been left blank, pending the compilation of the necessary information. We will share the final text with your office as soon as it's been finalised.



Christian Saunders

25 August 2014

Note to Ms. Malcorra

Report of the Secretary-General on mobility

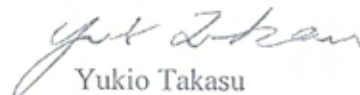
Please find attached, for your endorsement, a revised report of the Secretary-General on mobility, originally submitted on 25 August 2014, as an addendum to the report on overview of human resources management reform.

After consultation with EOSG, several of the key changes in this version of the report (reflected in tracked changes), relate to terminology as follows:

- References to “long-term duty station moves” have been changed to “duty station moves” when discussing the date on duty station moves. This is distinct from a “geographic move”, defined as a change in *country* (not simply a change in duty station) of one year or longer, as this will be required under the mobility policy for staff to be eligible for the P-5 level and above. This terminology is consistent with what has been previously used when presenting this data to the General Assembly (see A/68/358 Annex 2).
- Reference to hardship level has changed to “classification of duty stations” when referring to the duty stations (H through A), consistent with the ICSC terminology.

The presentation of the data on opportunities and external appointments has been re-formatted to present the information in separate charts. Two diagrams were also included to summarise the process flow for the vacancy process and the reassignment process. These diagrams, along with the accompanying text, should assist Member States in understanding the similarities and differences between the two processes. We have also provided additional information on workforce planning and its relationship to mobility.

Please note that DFS and OPPBA are still working on the financial data related to the geographic moves in the field and thus paragraph 11 of the report has been left blank, pending the compilation of the necessary information. We will share the final text with your office as soon as it has been finalised.



Yukio Takasu
4 September 2014



General Assembly

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Approved on behalf of the Secretary-General.
Chef de Cabinet

04/09/14

Sixty-ninth session

Item 136 of the provisional agenda*

Human resources management

Overview of human resources management reform

Mobility

Report of the Secretary-General

Addendum

Summary

The present report is submitted pursuant to General Assembly resolution 68/265 and contains additional information requested by the General Assembly. The report also contains an up-date on preparation for the phased implementation of the new mobility and career development framework which will begin in 2016.

* A/69/150.

I. Introduction

1. The General Assembly approved the refined mobility framework subject to the provisions contained in resolution 68/265. This report should be read in conjunction with A/67/324/Add.1 and A/68/358. In the same resolution, the General Assembly requested annual reports on mobility, which for the sixty-ninth session should include additional data and information as outlined in paras. 11 a) through k) of the resolution.

2. Preparations for the implementation of mobility are ongoing. This report, which was shared with staff representatives, is the first annual report on mobility, which provides a update on progress made on preparations for the implementation as of July 2014. The report also provides additional data and information on the mobility framework requested by the General Assembly in its resolution 68/265. It should be noted that while the report includes information on the initial work that has commenced on many of the elements for which additional information was requested in A/RES/68/265, further progress will be reported in the next annual report on mobility as discussions on details of these elements are underway. This report should also be read in conjunction with A/69/190/Add.2 which outlines proposals to strengthen the performance management system, which will be implemented at the same time as the mobility framework in accordance with paragraph 19 of A/RES/68/265.

II. Staff mobility trends

3. The mobility framework will apply to all internationally recruited staff¹ of the United Nations Secretariat in the Field Service and Professional and higher categories up to and including the D-2 level, holding fixed-term, continuing and permanent appointments, except those on a non-rotational position. A non-rotational position is one that requires an advanced level of expertise, knowledge and qualifications in a technical field, and where there is no comparable position at the same level in another organizational unit or duty station in the UN Secretariat. The Office of Human Resources Management (OHRM) has consulted with Departments and identified a provisional list of 109 positions (see Annex 1).² Prior to the initial launch of mobility each Job Network Board will review and confirm the provisional list of non-rotational positions in their Job Network. The Job Network Boards (JNBs) will present this list to the ASG of OHRM for final approval.

4. This section provides data and statistics on current mobility trends of those staff who will be subject to mobility. Based on the 30 June 2013 data reflected in the report on the Composition of the Secretariat (A/68/356), there are 14,094 Professional, Director and Field Service staff in the "mobility population". Staff members within five years of the mandatory age of separation would be exempted from geographic mobility, except if the staff member specifically requested to be geographically

¹ The mobility policy applies to staff who have gone through a competitive process including review by a field/central review body and whose appointment is not limited to a specific department/office/mission.

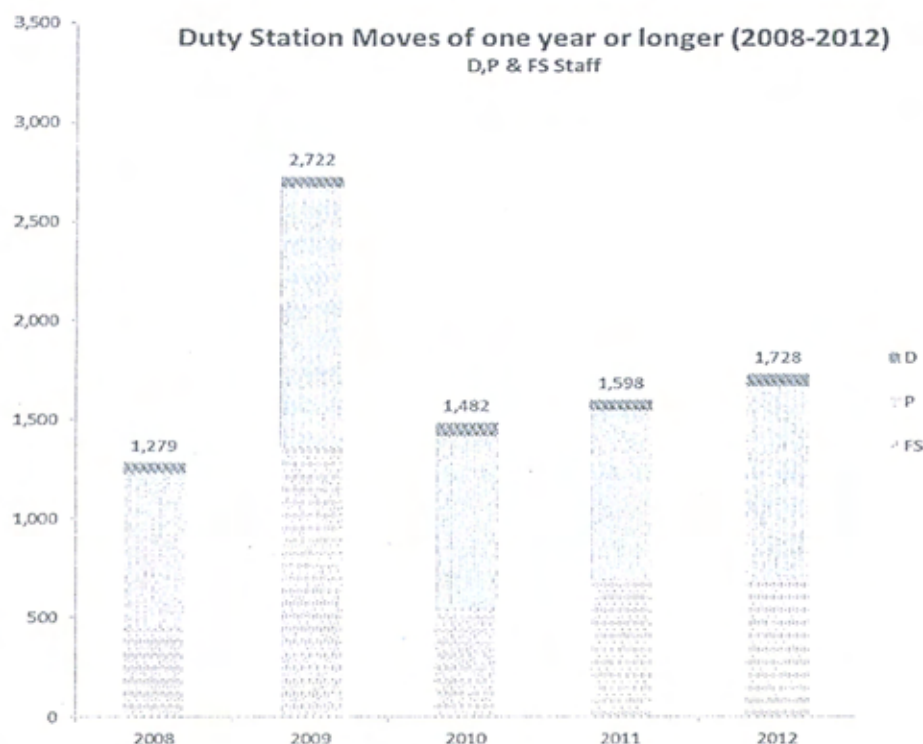
² The mobility framework will need to be more specifically targeted to the requirements of the language area (specifically those positions subject to a language competitive examination). The Department of General Assembly Affairs and Conference Management and OHRM will form a working group to design these adjustments, which will be presented to the General Assembly as part of the comprehensive review of mobility at its seventy-second session.

mobile.³ In addition, staff members who have already made at least seven geographic moves of one year or longer would be able to choose if they wanted to be geographically mobile.

5. Mobility has been defined as a change in position, which can include one or more of the following: a change in role, function, department or duty station, or a move to/from an agency, fund or programme (A/RES/67/255 para. 56). The Integrated Management Information System (IMIS) does not contain information on staff roles or functions. Therefore, baseline data for changes of position that do not involve a change in duty station cannot be obtained at this time. Figure 1 below shows the number of duty station moves of one year or longer for the period 2008 to 2012. A duty station move of one year or longer (hereinafter "duty station move") is recorded in the year that the move was initiated, and is considered a duty station move once it has been confirmed that the staff member has remained in that duty station after the full year (or has a contract that expires after the full year has been completed in that duty station). For example, the 2012 duty station moves show all the moves that were initiated in the 2012 calendar year and where it has been confirmed in 2013 that the staff member has remained in the same duty station for one year or longer. The data for moves that were initiated in 2013 will be available in November 2014 when data systems are able to confirm that staff are expected to remain in the duty station until the end of 2014, thereby completing a full year in their new duty station. Over the past five years there has been an average of 1,762 duty station moves of one year or longer undertaken by internationally-recruited staff each year.

³ 2,825 staff members within the 30 June 2013 mobility population would be within five years of their current mandatory age of separation as of 1 January 2016 when the first Job Network launches mobility.

Figure 1. Number of duty station moves of one year or longer for the period 2008-2012⁴

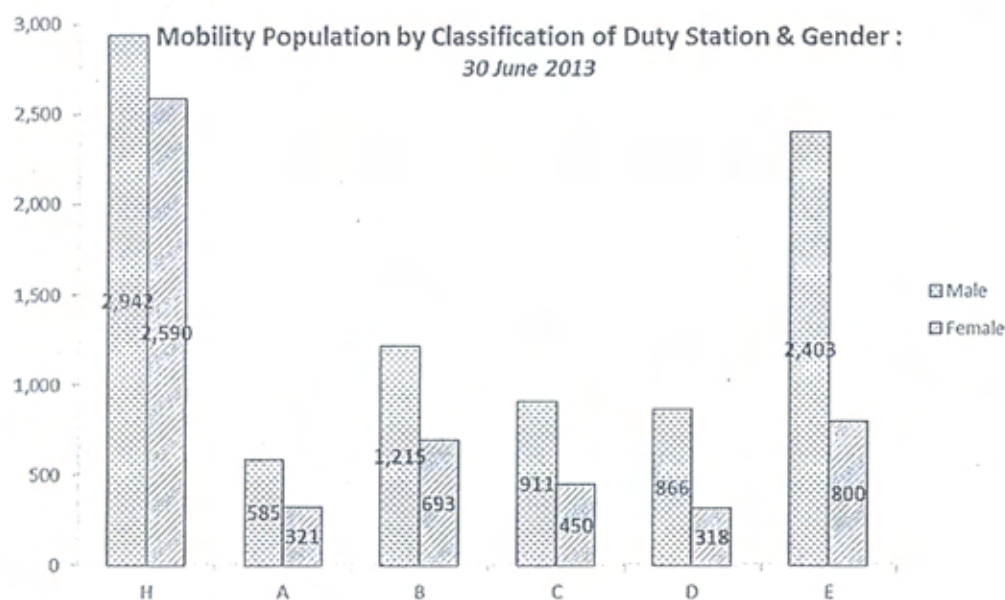


6. Staff subject to the mobility policy are distributed across different classification of duty stations⁵ in the Secretariat (see Figure 2), with 46 per cent located in H and A duty stations, and 31 per cent located in the most difficult hardship locations at the D and E level. Based on this distribution, there are, potentially significant opportunities for staff to move between different classification of duty stations when they move duty stations. This would allow for knowledge sharing between headquarters and non-headquarters locations and to offer relief to staff spending lengthy periods in the most difficult duty stations.

⁴ The 2009 figure is unusually high because of changes in the security situation and/or restructuring of missions led to the significant relocation of staff within MONUSCO, UNMIS, UNAMID, UNAMI and MINURCAT.

⁵ The International Civil Service Commission has placed all duty stations in one of six categories: H, A, B, C, D and E. H duty stations are headquarters and similarly designated locations where the United Nations has no development or humanitarian assistance programmes, or locations in countries which are members of the European Union. A to E duty stations are field duty stations. Duty stations are categorized on a scale of difficulty from A to E, with A being the least difficult.

Figure 2. Distribution of the “mobility population” by classification of duty station and gender



7. Based on the number of duty station moves currently taking place and the broad distribution of the mobility population across different classification of duty stations, it is expected that staff could regularly move across different classification of duty stations when undertaking duty station moves. However, an analysis of the duty station moves over the past five years indicates that current duty station movement tends to occur within the same classification of duty station. For example, of the P, D and FS staff in H duty stations who undertook a duty station move between 2008 and 2012, 45 per cent moved to another H duty station. Only 18 per cent moved to D and/or E duty station.⁶ Of the duty station moves that originated in E duty stations over the same time period, 52 per cent moved to another E duty station. Additional information requested by the General Assembly on the number of moves by Job Network is in Annex 2.

⁶ 10 per cent of staff in H duty stations who undertook a move, moved to an A duty station, 15 per cent to a B duty station and 12 per cent moved to C duty stations.

8. Because staff members tend to move within the same classification of duty station, there is a tendency for staff to remain in the same classification of duty station for an extended period of time. Table 1 shows the number of staff subject to mobility that have spent five years or more in the D/E hardship level, meaning even if they have moved to a different position or duty station, it tends to be within the D/E hardship level. Further analysis was done to disaggregate the data by gender. Women only make up 25 per cent of the mobility population in D/E hardship levels, yet 56 per cent of women in D/E and 57 per cent of men in D/E had spent more than 5 years in the D/E hardship level. This illustrates that despite their lower numbers in the field, women are just as likely to remain in hardship for extended period as their male counterparts.

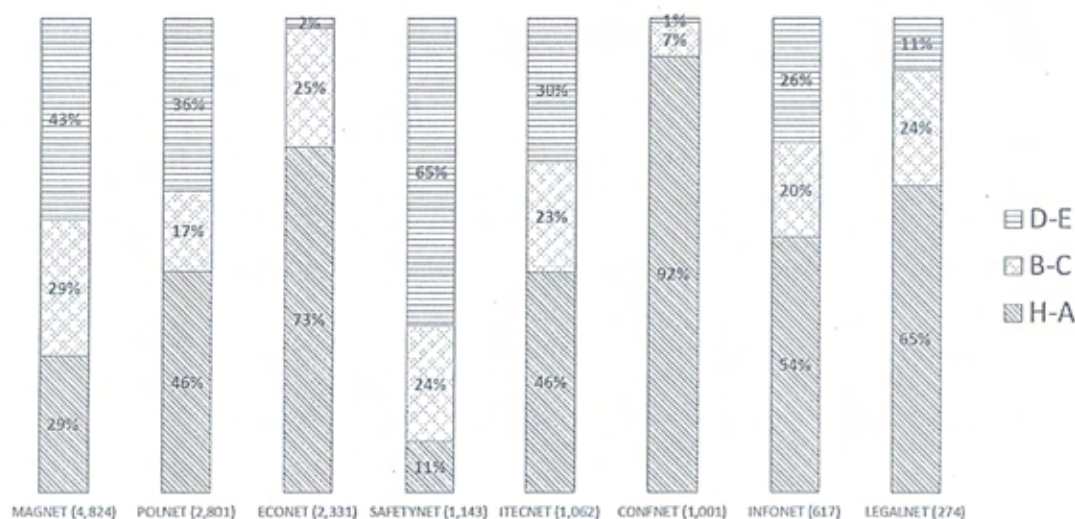
Table 1: Proportion of staff in the mobility population as of 30 June 2013 who have spent more than five years at the D/E hardship level
(Numbers in parentheses indicate the number of women)

Category	Number of Staff in Hardship*	5 yrs or more in Hardship	Percentage who have 5 yrs or more in Hardship
D	65(13)	32(9)	49%(69%)
P	1,040(276)	553(137)	53%(50%)
FS	1,873(446)	1,100(268)	59%(60%)
Total	2,978(735)	1,685(414)	57% (56%)

**Only staff with 5 years of continuous service in the Secretariat with no separations were considered. Staff on temporary contracts, in tribunals and administered by UNDP are excluded.*

9. The trend of moving within the same or similar classification of duty station is prevalent in those functional areas that are field-oriented. The Job Networks with the highest proportion of the mobility population in D/E hardship levels are Safety and Security (SAFETYNET), Management and Operations Support (MAGNET) and Political, Peace and Security (POLNET). Table 2 shows the distribution of the mobility population by Job Network across the classification of duty stations.

Table 2. Distribution of D, P and FS staff⁷ by Job Network and classification of duty station



III. Additional data

10. This section outlines the additional data requested by the General Assembly on and direct and indirect costs of moves, as well as the number of positions open to externals and number of externals appointed. Vacancy rates are not available by Job Network at this stage. However, the vacancy rate data provided in A/68/368 has been updated for 2013 and is available.

Direct and indirect cost of moves

11.

[TEXT TO BE PROVIDED LATER]

12. The indirect cost to administer the mobility framework is primarily related to the reconfiguration of Inspira to manage the process for selection and reassignment and the creation of Network Staffing Teams (NSTs), which will carry out staffing and career support functions. In terms of human resources, the requirements will be met through the reprofiling of current human resources capacities and redeployment of such capacities from current structures towards the NSTs, an overview of which is provided in paragraph 27, Section V below. The resources required for the changes to Inspira will be met through the redeployment of existing resources.

⁷ The information presented is based on the number of staff deemed to be in the Job Network, rather than posts.

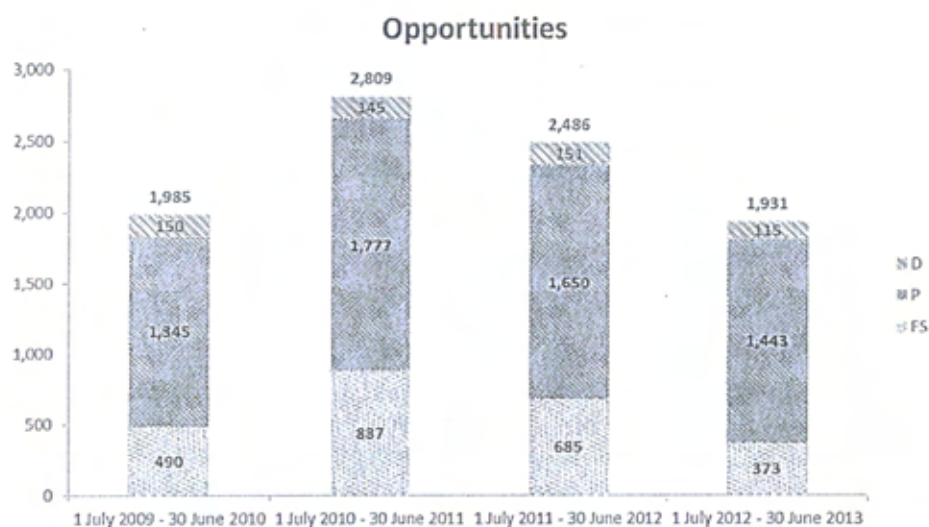
13. It is not expected that there would be a surge in additional technical or substantive training requirements, given that, as is the case today, a staff member will only be selected for, or reassigned to, a position for which they meet the requirements. In addition, the newly approved career support and learning strategy will increase efficiencies through the use of learning technologies, and as a result, it is expected that any mobility-related training needs can be met within existing resources. (See A/69/xxx, Section xx).

Number of opportunities for selection

14. Figure 3 provides details on the number of opportunities available between 1 July 2009 and 30 June 2013. The overall number of opportunities available for the same period was 9,211. The number of opportunities fluctuated over the years ranging from 1,931 to 2,809.

15. The majority of opportunities occurred in the Professional category, which is the largest category of staff in the mobility population. The number of opportunities available in the Professional category was 6,215 (67.5% of the total number of opportunities available). In the Field Service category there were 2,435 representing 26.4%. Finally, the number of opportunities at the Director levels during the period was 561, representing 6.1% of the overall number of opportunities available.

Figure 3. Number of opportunities for selection by staff category (2009-2013)

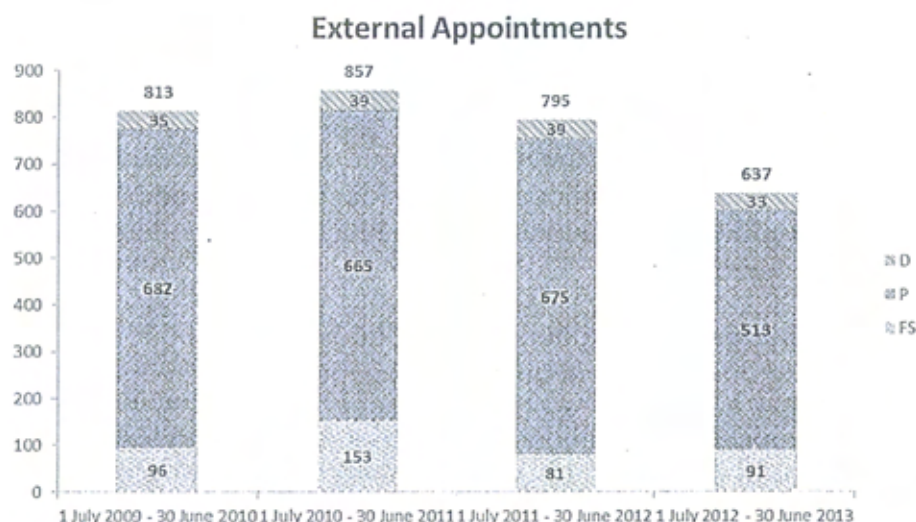


Note: The opportunities combines the number of position-specific job openings issued in that period, as well as the selections from field rosters in that period (i.e. where no specific job opening was issued but a selection for a post in a field mission was made). The opportunities include all job openings issued during the time period except those that were cancelled.

Number of external appointments

16. Figure 4 provides the number of external appointments during the period 1 July 2009-30 June 2013. During the period, the overall number of external appointments was 3,102 ranging from 637 to 857 annually. The number of external appointments compared to the number of all job opportunities for selection has been ranging from 30 to 40 per cent over this period. The highest number of external appointments was in the Professional category (2,535 appointments); and 421 were in the Field Service category and 146 at the Director levels.

Figure 4. Number of external appointments by staff category (2009-2013)



Note: External appointments are all those recorded as "initial appointments" in IMIS for one year or longer.

IV. Staffing process under the mobility and career development framework

17. The mobility and career development framework will operate through semi-annual staffing exercises through which JNBs will manage selection and reassignment for FS, P-3-P-5 levels (and P-2s who are not subject to the Young Professionals Programme), and a SRB will manage the selection and reassignment of D-1 and D-2 levels.

18. As mobility will be implemented in a phased manner, the current staff selection process will be replaced by semi-annual staffing exercises, which will consist of two parts as follows:

- Existing and anticipated vacant positions will be advertised and open to applications from internal and external candidates.⁸

⁸ Unforeseen or surge vacancies would be temporarily filled until the next cycle through the issuance, for Headquarters,

- An internal lateral reassignment process, in which serving staff members apply to a pool of encumbered positions. The staff (and thus positions) in this process will be those who either had reached their maximum position occupancy limits or those who have reached their minimum position occupancy limit in their current assignment and have opted in.

Selection process for vacant positions (Figure 5)

19. At the start of the semi-annual staffing exercise, job openings will be issued in Inspira for all the currently vacant positions, or those anticipated to become vacant within the next cycle, i.e. due to retirement.⁹ Managers of the vacant positions will work with the NSTs to build the job openings, based primarily on Generic Job Profiles with options for managers to specify desirable requirements specific to that position, such as language requirements.

20. Once the job openings have been issued, staff members and external candidates can submit applications. Staff can apply to job openings at the same level, or at a higher level. They can also apply to job openings in different Job Networks. Staff who apply to job openings for vacant positions may also choose to opt in to the lateral reassignment at the same time, but are not required to do so unless they have reached their maximum position occupancy limit.

21. NSTs will review applications to job openings, ensuring that candidates who are screened in by Inspira meet the eligibility requirements. They would then conduct a centralized assessment process to determine which candidates are suitable for the position. The centralized assessment will consist of a written assessment as well as an interview. The written assessment portion will be standardized for the same job profile, meaning, for example there will be a standard written assessment for all administrative officer positions at the P-3 level. Candidates having passed the written assessment may be invited to an interview to assess how they meet the qualifications of a particular position. The candidates for positions in the Professional and Field Service categories¹⁰ who have passed all stages of the assessment process would be submitted to the Central Review Body (CRB) for approval.

22. Once the CRB has certified that the evaluation of candidates was fair and in accordance with the established guidelines and criteria, the NSTs would circulate the list of all suitable candidates to the managers of the positions that were advertised. The managers would provide their views on the suitable candidates. The NSTs would make a preliminary recommendation to the Job Network Board on the selections based on: the strategic needs of the Organization arising from mandate requirements, the views of the managers and the following organizational priorities, as applicable:

OAHs and Regional commission positions, of temporary job openings or, for field-based entities authorized to do so, from the rosters of pre-cleared candidates.

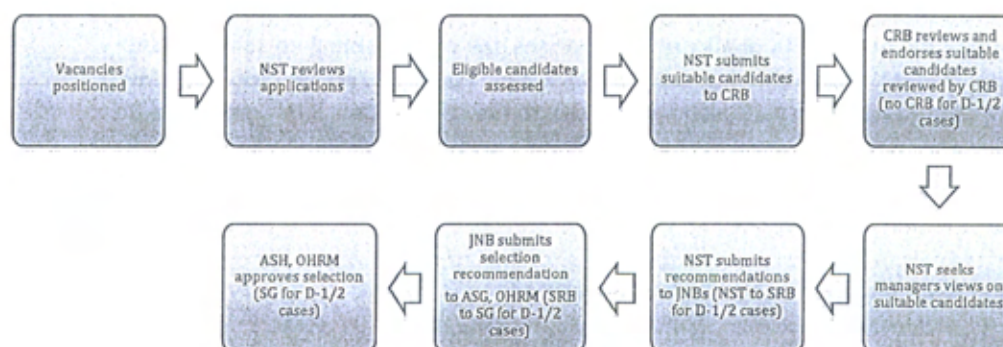
⁹ In cases where staff members have given notice that they will resign or separate from the Organization, the resulting vacancy will also be included in the compendium.

¹⁰ This includes all FS positions, P-3 to P-5 level positions and any P-2 positions that are not subject to the Young Professionals exam.

- moving candidates between family and non-family duty stations;
- moving candidates between duty stations;
- moving candidates amongst departments/offices at the same duty station; and,
- giving due regard to gender, geographical status, representation of troop and police contributing countries taking into account their level of contribution in positions financed under the peacekeeping budget, including the support account¹¹, and the additional factors contained in ST/AI/2010/3 Section 9.3.

23. The JNBs will review the proposals for Professional and Field Service Staff and then make recommendations as to which candidates should be selected against vacant positions for approval by the Assistant Secretary-General of Human Resources Management. The SRB will review the proposals for Director level staff and make recommendations to the Secretary-General for approval.

Figure 5: Selection process for vacant positions



Lateral reassignments on encumbered positions (Figure 6)

24. Following the issuance of the job openings for vacant positions, a preliminary compendium for reassignment will be issued in Inspira which will include the positions of all staff who have exceeded their maximum position occupancy limits and are therefore part of the lateral reassignment pool. Those staff members who have met the minimum position occupancy limit (one year for D/E duty stations and two years for all

¹¹ A/RES/66/265 and A/RES/67/287.

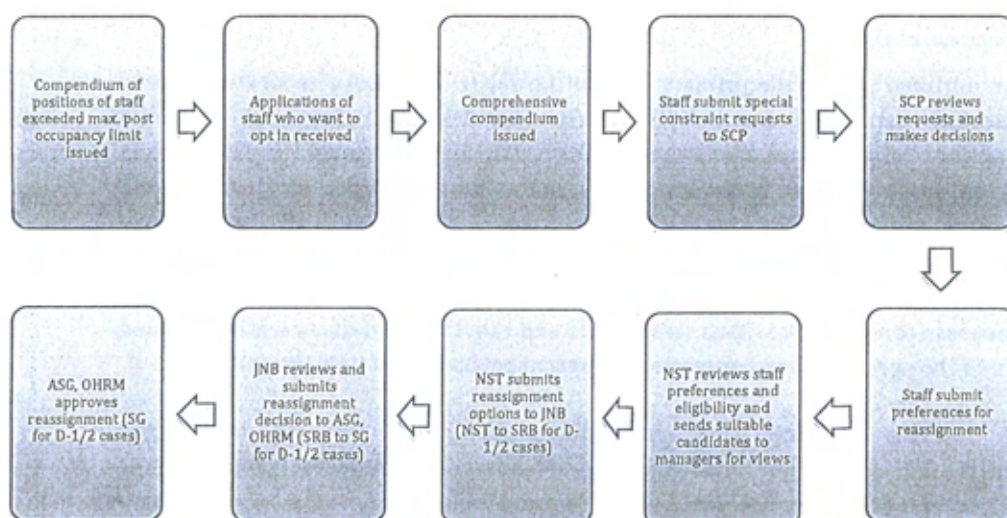
other duty stations) but have not yet reached the maximum position occupancy limit, and who are not subject to a performance improvement plan, will be given an opportunity to review the preliminary compendium and may choose to opt in to the lateral reassignment pool if they wish to make a lateral move within their Job Network. This allows staff to make a more informed decision about whether they wish to be laterally reassigned before the end of their position occupancy limit. Once a staff member has decided to opt in, they (and their position) remain in the lateral reassignment pool, i.e., they can no longer 'opt out'.

25. A comprehensive compendium of all encumbered positions available for reassignment will then be published. This compendium will include the positions of all staff who have reached their maximum position occupancy limit (and are subject to reassignment) as well as staff who have opted in. NSTs will have worked with the managers of those positions to build the job profile included in the compendium. The staff members on these positions will indicate their preference for positions using a revised and more streamlined version of the Personal History Profile (PHP).¹² Each staff member's performance record would also be taken into account. (See A/69/190/Add.2 on strengthening the performance management system).

The NSTs shall review the applications for lateral reassignment. Because applicants must be serving staff members who already have gone through a CRB process, it will not be necessary to conduct assessments for staff already serving in their Job Network. The NSTs will screen candidates for eligibility, compile a list of suitable candidates and then invite managers of the positions in the reassignment pool to transmit any additional views on how the candidates meet the criteria set out in the job profile. Taking into account candidate preferences, the manager's views and the organizational priorities outlined in para. XX, the NSTs shall propose options for reassignment to the relevant Job Network Board. As with the vacant positions (see paragraphs xx-xx), for Professional and Field Service staff, the Job Network Board shall make final recommendations to the ASG of OHRM for final approval. For Director level staff, the SRB would make recommendations for lateral reassignments to the Secretary-General for approval.

Figure 6: Lateral assignments on encumbered positions

¹² The current PHP will be streamlined into a more concise description of a staff member's skills, experience, and education, which shall also include data on their current position occupancy, prior mobility, and any approved special constraints, exemptions or deferments that may limit their options for geographic mobility.



Job Networks and workforce planning

26. Workforce planning activities would be built into the semi-annual staffing process as the job networks are launched. They would enable the NSTs to gain a good understanding of retirements, separations, and position occupancy periods of staff as well as organisational imperatives such as gender and geographical distribution. These would allow the NSTs to plan better for filling vacancies and implementing reassignment and to work towards enhancing gender balance and geographical distribution. In addition, workforce planning would provide an insight into the existing talent and the talent that is required in each of the job networks and help identify the talent gap. It would provide the JNBs with the opportunity to make recommendations on how to better close the gap to ensure that the job network is getting the right people, at the right time, with the right skills; either through targeted outreach, learning and development opportunities, or through performance management mechanisms.

V. Roles and functions of the staffing bodies and structures in the mobility framework

27. Under the mobility and career development framework, new staffing entities will be created to manage the selection process for vacant positions and the reassignment exercise. These include: JNBs, a SRB, as well as a Special Constraints Panel (SCP) that will review requests for exemptions and deferments. Human resources support to these bodies will also require new structures, namely the Network Staffing Teams (NSTs). The NSTs will be established through the redeployment and reprofiling of human resources capacities across the Secretariat including departments and offices in and outside New York, regional commissions and field missions. The central review bodies will need to be modified in order to carry out their role under mobility. This section provides an overview of the role, function and composition of these entities.

Terms of Reference of JNBs

28. As outlined above, the primary role of the JNBs is to make recommendations for the selection and reassignment decisions for international Professional and Field Service positions in the compendia to the ASG of OHRM for approval. In doing so the JNBs will ensure consistent application of organizational priorities and monitor the gender balance and geographic representation across a job network, striving to meet Organizational wide targets. There will be a global CRB ensuring that, for P2 positions not subject to the YPP exam, all P-3 through P-5 and FS positions, the integrity of the selection process for vacant positions was upheld and that the candidates were evaluated on the basis of the pre-approved evaluation criteria specified in the job opening.

29. In addition to their role in staffing, the JNB will take on several complementary functions. The JNB will provide advice on workforce planning (see Section XX of the Overview Report A/69/190) and determining which positions are non-rotational. The JNB with the support of NSTs, will provide the "horizontal" perspectives on recruitment and talent development priorities and actions contained in the consolidated workforce plan. The JNB will make recommendations on career development and milestones to facilitate lateral or upward movement as part of the career path in that Network.

30. Each Job Network shall have one JNB composed of board members at the P-5 level or higher, representing the departments, offices and field presences that together make up that network. At the request of the ASG of OHRM, each Under-Secretary-General will nominate one or several board members for membership in the JNBs to be appointed by the SG at the start of the calendar year, or at any other time should the need arise. Members will serve for a two year term. Each JNB shall consist of at least five members, including a Chairperson (larger job networks or those with an increased number of job families may need larger numbers of Members making up their composition). The JNB will have dedicated meetings to review selections and reassignments respectively during each semi-annual staffing exercise. These may be a combination of virtual and face to face meetings. Between the staffing exercises, additional virtual meetings of the Board may be scheduled to fulfil their responsibilities related to workforce planning or the review of non-rotational positions.

31. A focal point for women from one of the Departments within the Job Network shall serve on each Job Network Board in an ex-officio and non-voting capacity. Each JNB shall include a representative of staff in an observer capacity, designated by the staff associations of the Secretariat. A senior human resources representative shall serve on each JNB in an ex-officio and non-voting capacity. The human resources representative supports the JNB providing guidance on human resources policy issues. This will include, among other things, providing data on the achievement of targets for gender balance and geographical representation and any other relevant data and advising on the feasibility. The NST shall provide secretariat support to the JNB.

32. Given that the JNB will draw members from across the Secretariat, including departments and offices outside New York, and field missions, they will have a global

overview of staffing needs as well as strategic and operational requirements of their job network, thereby being able to make selection decisions with a view to ensuring that the Organization works in an integrated manner. In addition, since they will have the authority to make selection recommendations, replacing the role of hiring managers under the current staff selection system, they are expected to actively engage in management of vacancies in their job network and ensuring that challenges faced by the job network in the filling of vacancies are addressed in a timely manner.

Terms of Reference of the Senior Review Board (SRB)

33. The SRB will review and provide recommendations to the Secretary-General for selections and reassignments at the Director level across all Job Networks during the semi-annual staffing exercises. The SRB will ensure that the integrity of the process is upheld, that the candidates are evaluated on the basis of the pre-approved evaluation criteria specified in the job opening and that the applicable procedures are followed. The SRB also ensures that organizational priorities and the strategic needs of the relevant job network are taken into consideration. The SRB will monitor gender balance and geographical representation across Director level staff in the Organization, and strive to meet organization-wide targets.

34. The SRB shall consist of one chairperson and eighteen members at the D-2 level or higher. The SRB members are appointed for a term of two years by the Secretary General, who shall make every effort to ensure a balanced representation with respect to geography, gender and departments/offices (including offices away from headquarters, regional commissions and field missions), as well as prior experience of the SRB member in the UN common system. All members shall be invited to each meeting. The quorum shall be six members, including the Chairperson but excluding the Secretary and ex-officio or observer members. The SRB will meet during each semi-annual staffing cycle to review selections and reassignments. Additional meetings between cycles may be scheduled as required. Meetings of the SRB may be held virtually or in-person, if necessary.

35. The SRB shall appoint one of its members as a gender focal point to monitor and address gender issues. The ASG of OHRM shall serve as an ex-officio member of the SRB. The NSTs shall provide secretariat support to the SRB.

Terms of reference of the Special Constraints Panel

36. The SCP reviews requests of staff members expected to participate in a lateral reassignment exercise to either remain in the same duty station for a specified period of time (*i.e.* a deferment or exemption) or be exempt from moving to certain duty stations while remaining available for duty in other duty stations (*i.e.* a special constraint). The SCP submits its recommendations to the Assistant Secretary-General for Human Resources for approval.

37. Deferments, exemptions and special constraints may be requested due to:

- (i) Medical reasons of the staff member or one or more of its recognized dependents subject to certification by the Medical Services Division;
- (ii) Compelling personal circumstances whereby a change of duty station would create undue hardship.

38. While every situation cannot be predicted, undue hardship would include situations such as moving female staff members in an advanced state of pregnancy to a non-family duty station, or restrictions on parents' ability to change duty station due, for example, to custody agreements. When both spouses are staff members, reasonable efforts shall be made by the Organization to facilitate the assignment of both spouses to the same duty station. However, the Organization cannot guarantee that spouses who are both staff members can be moved to the same duty station at the same time, and this in and of itself shall not be considered a special constraint.

39. For staff members engaged in projects for which a change of position would harm the success of that project, the manager may request jointly with the staff member a recommendation to remain on the same project until the fulfilment of that project, not exceeding 18 months.

40. The Panel, in its recommendation to the ASG of OHRM will include a specified period for the deferment, exemption or special constraints after which a new request may be made by the staff member.

41. There will be a representative of each Job Network on the SCP, appointed by the ASG of OHRM. In addition, a legal adviser and one senior level representative of the OHRM shall be invited to all meetings of the Panel to provide in an ex-officio capacity guidance on human resources policies and staff rules and regulations. A representative of staff designated by the staff associations of the Secretariat shall serve on the Panel in an observer capacity. All panel members will serve in their individual capacity. A quorum shall be considered to be half of the members of the SCP, including at least one member of the female gender, but excluding ex-officio and observer members. The Network Staffing Team shall provide secretariat support to the SCP.

42. Panel members and observers shall normally be appointed for a period of two calendar years. In order to ensure independence of the Panel as well as institutional memory, its membership is staggered, so that each year, half of the Panel members will end their term and be replaced.

Network Staffing Teams

43. Membership in a Job Network Board, the SRB or the SCP will be a part time role. Each Job Network will have a dedicated full time Network Staffing Team. The NSTs will coordinate on providing the additional secretariat support to the SRB and the SCP.

44. The size of the NSTs will depend on the size of the Job Network. In each team there will be a combination of Network Staffing Officers with human resources

expertise and those who have direct experience with the work of that Job Network. The team will also include requisite support staff. The team will report to a team leader. The level of the team leader will be determined by job classification and depend on the size of the team. The team leader will report to the Director of Strategic Planning and Staffing Division (SPSD) in the OHRM who reports to the ASG of OHRM.

45. The functions of the NSTs are to carry out all human resources and planning activities related to the semi-annual staffing exercise. This will include the staffing activities required for the selection process and the lateral reassignment exercise, including working with managers to build the job opening, or job posting for reassignment, screening candidates, assessing candidates for vacancies, seeking the views of managers on shortlisted candidates and making proposals for selections and reassignments to the JNBs and SRB. The NSTs will also receive requests from staff members, and where appropriate their managers, for deferments, exemptions and special constraints and submit those to the SCP. The NSTs will also advise staff members on career options, including potential learning and career paths within their Network.

46. Until the mobility framework is fully implemented for all Job Networks, the current staffing selection system will remain in force for Job Networks that are not operationalized. Therefore, resources will continue to be dedicated to support the current staff selection system until all Job Networks have been operationalized.

Global Central Review Body

47. For implementation of the mobility and career development, a global CRB would be established and will be responsible for ensuring that the integrity of the process for vacant positions was upheld for selections at the P3-P5 and FS levels. The global central review body will consolidate the current functions of the central review bodies at headquarters, offices away from headquarters and field central review bodies. Vacant P2 positions that are not part of the YPP will also be reviewed by the global CRB. The global CRB will meet virtually during the semi-annual staffing exercises to review the process and procedures for the vacancies advertised during each exercise.

48. Half of the global CRB members will be selected by the Secretary-General and half will be selected by the staff representative bodies of the Secretariat. In choosing who will serve on the global CRB, every effort shall be made to ensure a balanced representation with respect to geography, gender and departments/offices and the peacekeeping operations and special political missions. Members of the global CRB shall be appointed for a term of two years and shall jointly select a chairperson. A focal point for women shall also be invited to participate in the global CRB. As is the case today, there will be a secretariat for the global CRB within the OHRM. The secretariat for the global CRB will report to the Director of PSD.

Gender balance, geographical representation targets and equal treatment of internal and external candidates

49. As outlined in para. 21, the organizational priorities used by the NSTs and JNBs in finalizing recommendations for selection and reassignment include the need to give due regard to gender and geographical representation targets. Through the inclusion of focal points for women on the Job Network Board, as well as an ex-officio human resources officer mandated to provide updated data on gender balance and geographical representation, the JNBs will be able to analyse the impact of their selection and reassignment decisions on the Organization's targets in these areas and to ensure equal treatment of internal and external candidates. Furthermore, by analysing these issues across Job Networks, not just Departments or entities, it will be possible to get a better understanding of the functional areas that face challenges meeting the Organization's targets. This will allow for the development of more targeted outreach strategies with relevant professional and educational institutions.

VII. Enabling factors to support mobility

50. Mobility represents a significant change process for the Secretariat. There are several enabling factors that will help prepare the Organization and staff for mobility and to facilitate its successful implementation, including: transitional measures for current staff; enhanced support for staff and their families moving geographically; and improved training and knowledge management. This section outlines the current progress made in addressing each of these areas.

Transitional measures

51. At the Staff Management Committee in 2012 a series of transitional measures were agreed to help facilitate the transition of serving staff from the current staff selection system to the proposed mobility framework (see A/67/324/Add.1 para. 56). These transitional measures were updated at the third Staff Management Committee in 2014 to address concerns from staff arising from the refinements to the original proposal approved by the General Assembly.

52. All new staff joining the Organization after the approval of the mobility policy, i.e. as of 1 May 2014, on a fixed-term appointment will be subject to the mobility policy as of their joining the Organization. As outlined in A/68/358, one geographic move¹³ would be required for eligibility to the P-5 level and above (this move could take place at any point in a staff member's career in the common system). Currently serving staff who are in the organization as of 30 April 2014 will continue to be subject to the eligibility requirement for promotion up to D-1 as defined in the current ST/AI/2010/3 until 31 December 2020. At the same time, currently serving staff members at the P-4 level, who have, or obtain, one geographic move in the Secretariat or in the UN Common System will be considered eligible for promotion to P-5 in accordance with the eligibility requirement for promotion under the mobility framework.

53. As confirmed by the General Assembly, staff become subject to the mobility system when the Job Network they belong to becomes operational. Until their Job

¹³ A geographic move is defined as a movement between two duty stations in different countries, with continuous service of at least one year in each duty station.

Network is operational, staff may continue to apply for job openings under the current staff selection system (ST/AI/2010/3 as amended). Staff who have reached or are approaching their maximum position occupancy should apply to job openings even if their Job Network is not yet operational. Should they not be selected for a job opening, they will be subject to reassignment during the second year after their Job Network is operationalized in the mobility system.

Enhanced support to staff and families moving geographically

54. As requested by the General Assembly (A/RES/68/265 para. 15), the Secretary-General continues to explore ways to assist spouses and children in resolving issues arising from geographic mobility. This issue was highlighted by staff at large during the mobility survey undertaken in 2012, and is an ongoing concern of staff representatives as well as management. It has therefore been agreed at SMC III that these issues will continue to be discussed.

55. Currently, the OHRM has prioritized three areas where staff and family support can be improved using existing resources:

- a) Improving the information available to staff and their families when considering or undertaking a move to a new duty station;
- b) Providing spouses with greater support when they accompany a staff member to a new duty station; and,
- c) Reviewing the existing policy framework for improved family friendliness.

56. Work is ongoing in each of the three areas. The Secretariat has concluded an agreement with the World Bank to make available standardized, up-to-date information, including information about schools, medical facilities, housing, safety and security, and other issues related to relocation in over a hundred duty stations. These will allow staff and their families to make more informed decisions about the duty stations to which they may want to move. A system of "family support focal points" is being developed, which will provide greater support in integrating staff members and their families upon arrival in the new duty station. The policy framework is currently being reviewed with a view to promulgating the required amendments prior to January 2016.

Training and Knowledge Management

57. As outlined in the overview report (A/69/190, Section xx), the Organization has adopted a revised learning and career support strategy, which aims for equitable access for all staff to learning and career support programmes and harmonized induction training for new staff as well as those moving across the Organization. As part of the induction process, staff will be directed to the appropriate knowledge management tools. As indicated in the previous report (A/68/358), the Secretary-General recommends implementation of a knowledge management strategy across the Secretariat, which would include the creation of Standard Operating Procedures for recurring activities, and the completion of handover notes, end of assignment reports and exit interviews by staff moving to another position or leaving the Organization.

VIII. Implementation of the mobility framework

58. As outlined in A/RES/68/265, mobility will be phased in by Job Network, starting with one Job Network in 2016, one in 2017 and two each year thereafter. As indicated in A/68/358, the Secretary-General intends to begin implementation of mobility with the Political, Peace and Security Network (POLNET) in January 2016.¹⁴

59. Although implementation is being phased in by Job Network, the fundamental elements of the mobility framework will need to be in place before the first Job Network is operationalized. These elements include the review and redesign of staffing processes, design of the revised assessment process, redesign of Inspira to accommodate the semi-annual staffing exercise, the promulgation of the requisite policy framework, the establishment of a SCP and the establishment of the SRB, POLNET Job Network Board and Network Staffing Team.

60. To ensure a Secretariat wide approach to the preparation and implementation a global Steering Committee has been set up to oversee the project. The Steering Committee is chaired by the Under-Secretary General for Management, and the Under-Secretary General for Field Support is the Vice Chair. The membership of the Steering Committee includes Under-Secretary-General level representatives from different Departments, offices away from headquarters, regional commissions and field missions to ensure that the diverse needs of the Secretariat are taken into account. The Steering Committee provides strategic oversight of the preparation and implementation of mobility through 2020. More specific advice and feedback on the detailed process elements for selection and reassignment is provided by a working level Technical Advisory Group.

IX. Actions to be taken by the General Assembly

61. The General Assembly is requested to take note of the present report.

¹⁴ The SG will determine the sequence of Job Networks based on the advice of the Mobility Steering Committee.

Annex 1: Provision List of Non-rotational positions

No.	Job Network	DEPARTMENT	UNIT	TITLE	LEVEL	DUTY STATION
1	ECONET	DESA (Department of Economic and Social Affairs)	Division for Social Policy and Development (DSPD)	Director	D-2	New York
2			DSPD/ Secretariat of the Permanent Forum on Indigenous Issues	Chief of Branch,	D-1	New York
3			DSPD/Social Integration Branch	Senior Social Affairs Officer	P-5	New York
4			DSPD/Secretariat for the Convention on the Rights of Persons with Disabilities	Senior Social Affairs Officer	P-5	New York
5			Statistics Division	Director	D-2	New York
6			Secretariat of the UN Forum on Forests	Director	D-2	New York
7				Senior Forest Policy Officer	P-5	New York
8				Senior Programme Officer	P-5	New York
9				Forest Affairs Officer	P-4	New York
10				Programme Officer	P-4	New York
11			Division for Sustainable Development/ Water, Energy and Strategies Branch	Chief of Branch,	D-1	New York
12				Sustainable Development Officer	P-5	New York
13			Financing for Development Office (FDO)/ Policy Analysis and Development Branch	Chief of Section	P-5	New York
14			FDO/ Multi-stakeholder Engagement and Outreach Branch	Chief of Unit	P-5	New York
15				Economic Affairs Officer	P-3	New York

16			FDO/ Office of the Director	Economic Affairs Officer	P-4	New York
17			FDO/Policy Analysis and Development Branch	Economic Affairs Officer	P-3	New York
18			Office for Economic and Social Council Support and Coordination /Non-Governmental Organization Branch	Programme Officer	P-4	New York
19				Programme Officer	P-4	New York
20	ECONET	ECA (Economic Commission for Africa)	Social Development Policy Division /African Centre for Gender	Coordinator	P-6	Addis Ababa
21			Regional Integration and Trade Division /African Trade Policy Centre	Coordinator	P-6	Addis Ababa
22			Special Initiatives Division /African Trade Policy Centre	Coordinator	P-6	Addis Ababa
23	ECONET	ECE (Economic Commission for Europe)	Transport Division (TD)	Chief of Division	D-1	Geneva
24			TD/Dangerous Goods and Special Cargoes Section	Scientific Affairs Officer	P-4	Geneva
25			Trade and Timber Division (TTD)	Chief of Division	D-1	Geneva
26			TTD/Forestry and Timber Section	Chief of Section	P-5	Geneva
27				Economic Affairs Officer	P-4	Geneva
28	ECONET	ECLAC (Economic Commission for Latin America and the Caribbean)	Population Division - CELADE	Chief of Division	D-1	Santiago
29			Statistics and Economic Projections Division	Chief of Division	D-1	Santiago
30			Division of Production, Productivity and Management (DPPM)	Chief of Division	D-1	Santiago
31			DPPM/UICS	Chief of Unit	P-5	Santiago
32			DPPM/Joint ECLAC/UNIDO Industrial and Technological Development Unit	Senior Economic Affairs Officer	P-5	Santiago
33			Social Development Division	Chief of Division	D-1	Santiago
34			Natural Resources and Infrastructure Division	Chief of Division	D-1	Santiago

35	ECONET	UNAMID (African Union/United Nations Hybrid operation in Darfur)	Water and Environment Unit	Hydrologist	P-3	El Fasher
36	ECONET	UNCTAD (United Nations Conference on Trade and Development)	Investment and Enterprise (IE)/International Investment Agreement	Senior Economic Affairs Officer	P-5	Geneva
37			IE/Policy and Capacity Building Branch	Chief of Section	P-5	Geneva
38				Senior Economic Affairs Officer	P-5	Geneva
39				Chief of Section	P-5	Geneva
40				Economic Affairs Officer	P-4	Geneva
41			Globalization and Development Strategies Division (GDSD) / Debt and Development Finance Branch	Economic Affairs Officer	P-4	Geneva
42			GDSD/MacroEcon& Dev Policies Branch	Economic Affairs Officer	P-4	Geneva
43			GDSD/Central Statistics and Information Retrieval Branch	Statistician	P-3	Geneva
44	ECONET	UNEP (United Nations Environment Programme)	Division of Regional Cooperation and Representation / Office of the Director / Programme Coordinating Unit	Coordinator	D-1	Nairobi
45			Division of Environmental Policy Implementation (DEPI) / Office of the Director / Climate Change Adaptation Unit	Coordinator - Climate Change Adaptation Unit	D-1	Nairobi
46			DEPI/Freshwater and Terrestrial Ecosystems Branch	Director	P-6	Copenhagen
47			DEPI/ Office of the Director / Climate Change Adaptation Unit	Head UN REDD	P-6	Geneva
48			Division of Technology, Industry and Economics (DTIE)/Energy	Head of Energy Branch	P-6	Paris
49			DTIE/Economics and Trade	Senior Programme Officer	P-5	Geneva
50				Programme Officer	P-4	Geneva

51			Executive Office / Conventions / Secretariat to the Convention on the Conservation of Migratory Species	Executive Secretary	D-1	Bonn
52				Senior Deputy Executive Secretary	P-5	Bonn
53				Senior Executive Coordinator	P-5	Abu Dhabi
54				Technical Officer	P-4	Bonn
55				Programme Officer	P-4	Abu Dhabi
56				Programme Officer	P-4	Abu Dhabi
57			Executive Office/Division of Environmental Policy Implementation / Office of the Director	Senior Programme Officer	P-5	Nairobi
58			Secretariat for the Convention on International Trade in Endangered Species	Programme Officer	P-3	Geneva
59	ECONET	UNHABITAT (United Nations Human Settlements Programme)	Shelter and Sustainable Human Settlements Development Division (SSHSD)/ Shelter Branch	Head of Branch	D-1	Nairobi
60				Human Settlements Officer	P-4	Nairobi
61			SSHSD/Housing Policy Section	Chief	P-5	Nairobi
62				Human Settlements Officer	P-4	Nairobi
63				Human Settlements Officer	P-3	Nairobi
64			SSHSD/Urban Environment and Planning Branch	Human Settlements Officer	P-4	Nairobi
65			SSHSD/Secure Tenure Section	Chief	P-5	Nairobi

66			Housing and Settlement Financing Division /Urban Finance Branch	Human Settlements Officer	P-4	Nairobi
67			Urban Legislation, Land and Governance Branch / Global Land and Tools Network unit	Specialist	P-4	Nairobi
68				Human Settlements Officer	P-4	Nairobi
69				Programme Officer	P-3	Nairobi
70	ECONET	UNODC (United Nations Office on Drugs and Crime)	Division for Policy Analysis and Public Affairs / Research and Trend Analysis Branch / Laboratory and Scientific Section	Chief of Section	P-5	Vienna
71				Scientific Affairs Officer	P-4	Vienna
72				Scientific Affairs Officer	P-3	Vienna
73	ITECNET	OLA (Office of Legal Affairs)	Office for Ocean Affairs and the Law of the Sea	Senior Geographic Information Systems Officer	P-5	New York
74	LEGALNET	OLA	Treaty Section	Information Management Officer	P-4	New York
75			General Legal Division	Legal Officer	P-4	New York
76				Legal Officer	P-4	New York
77		UNCTAD (United Nations Conference on Trade and Development)	Investment and Enterprise / Policy and Capacity Building Branch	Legal Officer	P-4	Geneva
78		UNEP (United Nations Environment Programme)	Division of Environmental Law and Conventions / Office of the Director	Regional Advisor	P-6	Nairobi
79	MAGNET	DM (Department of Management)	OHRM / Medical Services Division	Medical Director	D-2	New York
80			OHRM / Medical Services Division	Deputy Medical Director	D-1	New York
81			Office of Programme Planning, Budget and Accounts (OPPBA)/ Accounts Division / Office of the Director	Director	D-2	New York
82			OPPBA/Treasury	Treasurer	D-1	New York

83			Office of Central Support Service (OCSS) /Procurement Division	Director	D-2	New York
84			OCSS/Facilities and Commercial Services Division / Commercial Activities Service / United Nations Postal Administration / New York Office	Chief of Section	P-5	New York
85		OIOS (Office of Internal Oversight Services)	Internal Audit Division	Director	D-2	New York
86			Investigation Division	Director	D-2	New York
87				Chief of Section	P-5	New York
88				Chief of Section	P-5	New York
89				Auditor	P-4	Geneva
90				Auditor	P-4	New York
91				Auditor	P-4	New York
92				Auditor	P-4	New York
93				Auditor	P-3	New York
94			Inspection and Evaluation Division	Director	D-2	New York
95	POLNET	DGACM (Department for General Assembly and Conference Management)	General Assembly and ECOSOC Affairs Division / Disarmament and Peace Affairs Branch	Senior Political Affairs Officer	P-5	New York
96				Senior Political Affairs Officer	P-5	New York
97			DGACM / General Assembly and ECOSOC Affairs Division / ECOSOC Affairs Branch	Senior Political Affairs Officer	P-5	New York
98			General Assembly Affairs Branch	Senior Political Affairs Officer	P-5	New York
99			Office of the Director	Political Affairs Officer	P-4	New York

100				Political Affairs Officer	P-4	New York
101	INFONET	DPI (Department of Public Information)	Library and Information Resources Division / Publications Service	Chief of Section	P-5	New York
102			DPI / News & Media Division(NMD) / News and Content Branch / Radio Section	Chief of Unit, Arabic Language Unit	P-4	New York
103				Chief of Unit, Portuguese Language Unit	P-4	New York
104				Chief of Unit, Russian Language Unit	P-4	New York
105				Chief of Unit, Spanish Language Unit	P-4	New York
106				Chief of Unit, Chinese Language Unit	P-4	New York
107				Chief of Unit, Kiswahili Language Unit	P-3	New York
108			NMD/ Radio and Television Service / Audio-Visual Services Section / Photo Unit	Chief of Unit	P-4	New York
109				Photographer	P-3	New York

Annex 2: Job Network specific data on mobility

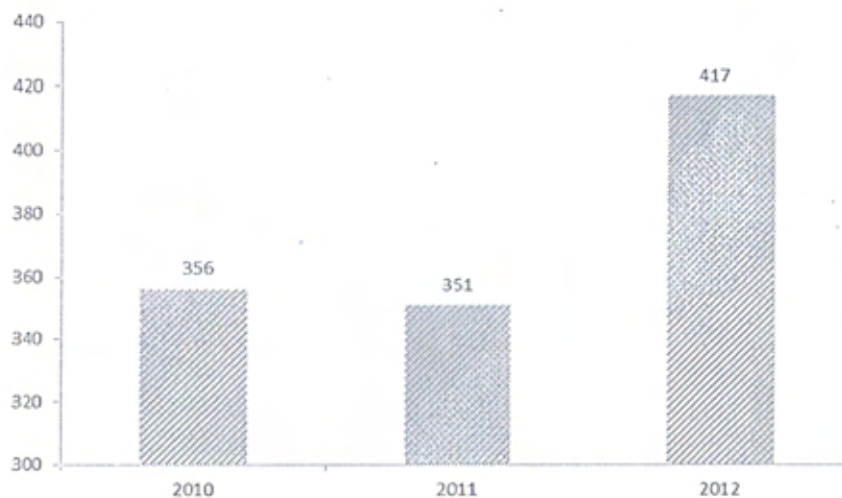
1. The General Assembly requested additional data on the number of moves by Job Network. This section provides data on how many duty station moves were undertaken in 2010, 2011 and 2012 by Professional, Director and Field Service staff in POLNET, which will be the first Job Network operationalized in 2016, and analyzes the pattern of staff movements. The pie graphs illustrate where the duty station moves originating in headquarters ended, and where the duty station moves originating in E, the most difficult hardship level, ended. Data for the other seven Job Networks is also available.

Political, Peace and Security Network (POLNET)

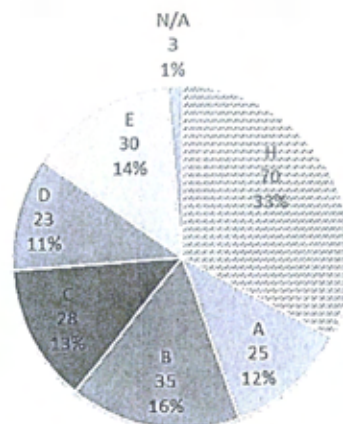
Comprises the following job families: civil affairs, electoral affairs, human rights, humanitarian affairs, political affairs, and rule of law.

Duty Station Moves 2010-2012

POLNET
D,P & FS Staff



Duty Station Moves 2010-2012
POLNET
From H Duty Station



Duty Station Moves 2010-2012
POLNET
From E Duty Station

