



Industrial Development Board

Fifty second session

Vienna, 25–27 November 2024

Item 15 of the provisional agenda

Personnel matters

Personnel matters

Report by the Director General

The present document provides information on personnel-related matters in the Secretariat, common system developments and amendments made to the staff rules and the schedules to the staff regulations, in line with staff regulations 13.3 and 13.4. The report complements the information provided in the *Annual Report of UNIDO 2023* (IDB.52/2).

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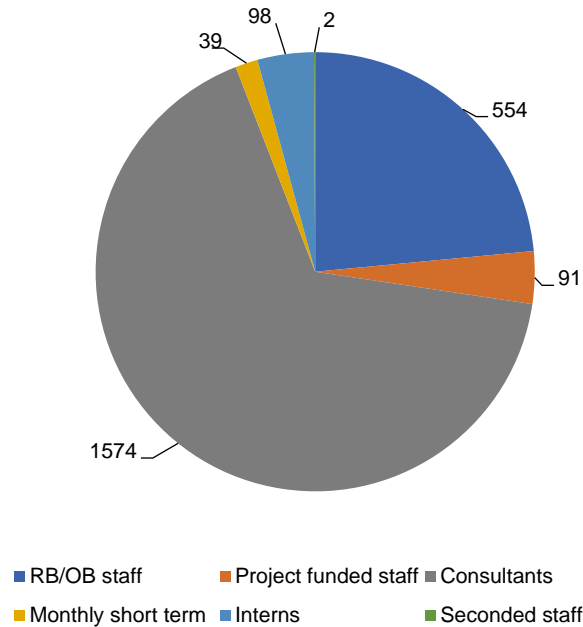


I. Developments on personnel-related matters

Workforce composition overview

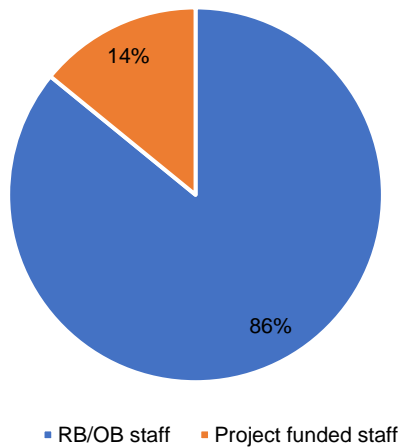
1. As at 31 August 2024, there were a total of 2,358 individuals employed with UNIDO under various contractual modalities. These included 684 staff members and 1,574 holders of Individual Service Agreements (ISAs). The overall workforce composition is set out in the following table.

Figure 1
Overview of UNIDO workforce as at 31 August 2024



2. Furthermore, the following table shows the distribution of the 645 fixed-term staff whose positions are funded by the regular budget (RB) or operational budget (OB), and fixed-term staff whose positions are funded by projects, as at 31 August 2024.

Figure 2
Fixed-term staff overview as at 31 August 2024



3. The following tables provide a more detailed overview with respect to the type of appointment and grade encumbered by UNIDO personnel as at 31 August 2024 in comparison to 31 December 2023.

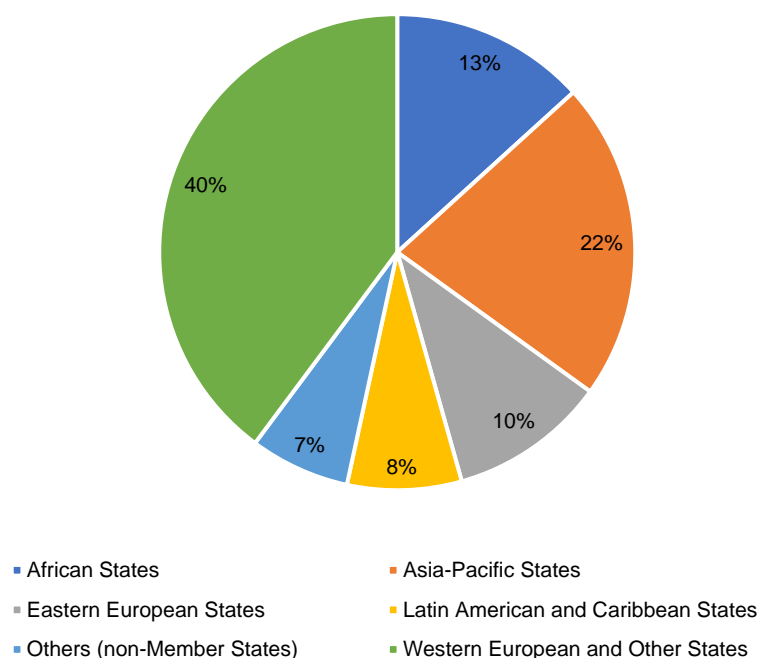
<i>As at 31 December 2023</i>		<i>As at 31 August 2024</i>	
<i>Grade</i>	<i>Count</i>	<i>Grade</i>	<i>Count</i>
DG	1	DG	1
D-2	4	D-2	5
D-1/L-6	21	D-1/L-6	24
P-5/L-5	65	P-5/L-5	68
P-4/L-4	83	P-4/L-4	71
PS (P1–P3)	116	PS (P1–P3)	140
NO (NO/A–NO/D)	45	NO (NO/A–NO/D)	43
GS (G1–G6)	336	GS (G1–G6)	332
ISA	1 606	ISA	1 574
Grand total	2 277	Grand total	2 258

4. There were a total of 360 staff members funded by the RB and OB stationed at the headquarters in Vienna, whereas a total of 109 staff were assigned to field duty stations. With respect to project-funded staff members it is noted that, as at 31 August 2024, there were 71 staff members stationed at headquarters, whereas 48 staff members occupied positions in field duty stations.

5. The geographical diversity of staff members occupying fixed-term positions in the Professional and higher categories, as at 31 August 2024, is set out in the table below.

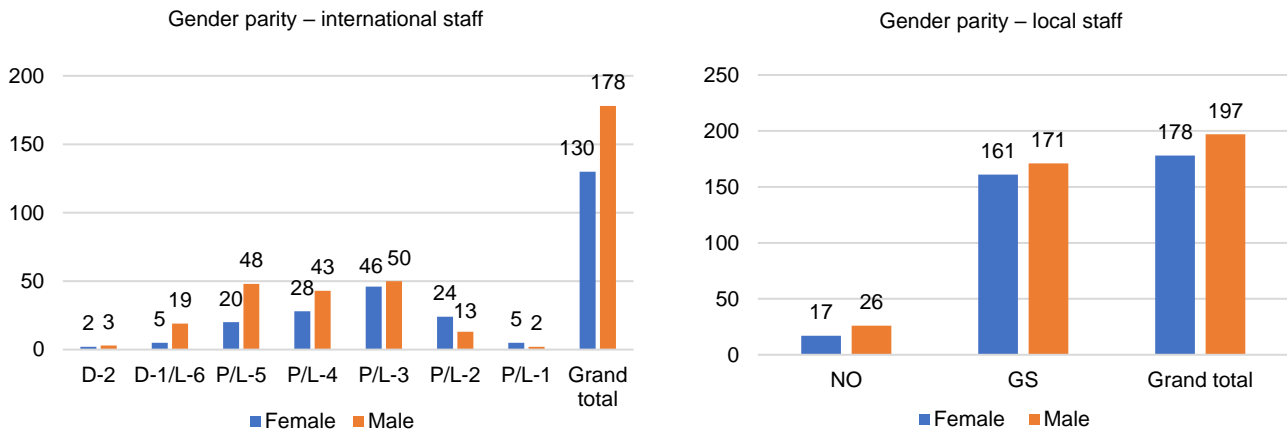
Figure 3

Overview – geographical diversity/international fixed-term staff



6. In terms of gender parity, women now make up to 45 per cent of UNIDO staff. In 2024, there has been progress in relation to the representation of women in the professional and higher categories, moving from 37 per cent as at 31 January 2024 to 42 per cent as at 31 August 2024. Progress towards gender parity has been particularly noteworthy in some grades, with the P-3/L-3 level seeing an increase from 33 per cent to 48 per cent in the past 12 months. However, at the D-1/L-6 level women account for only 20 per cent of the workforce, and at the P-5/L-5 level for only 29 per cent.

Figure 4
Gender parity



Revision of the Human Resources Management structure

7. The Human Resource Management Division of the Directorate of Corporate Services and Operations (COR/HRM) was centrally involved in the process leading to the revised UNIDO Secretariat Structure, which was officially promulgated on 20 June 2024. In particular, COR/HRM conducted a comprehensive workforce planning review in order to further align human resources with organizational needs and priorities.

8. Additionally, this process established a new organizational structure of the COR/HRM, allowing for a more integrated delivery of human resources advice, support and operations across the Organization. Among the key changes were the establishment, from within existing resources, of a new unit dealing specifically with human resources policy and employee relations, and the integration of the previously separate learning and development unit as part of a consolidated human resources function.

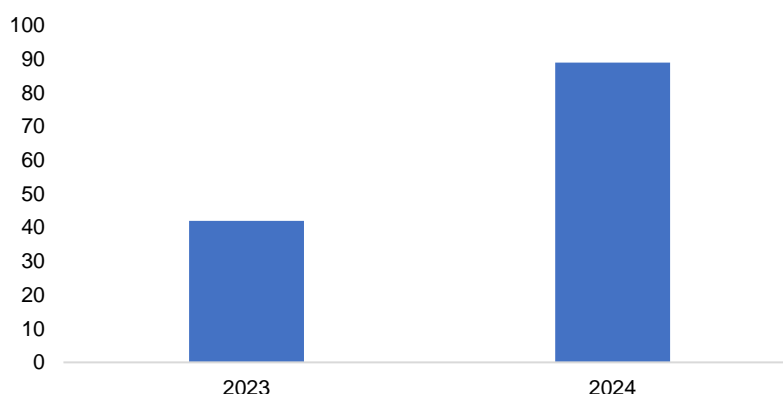
Talent acquisition

9. In the first quarter of 2024, in the context of the revision of the Secretariat structure, the aforementioned workforce-planning process was initiated and completed. This allowed UNIDO to strategically assess its staffing needs and develop a related recruitment plan based on previously vacated staff positions which had not been possible to fill, initially for budgetary reasons, and subsequently due to planned separations. As an outcome of this process, 85 RB/OB positions – 24 international and 61 locally recruited – were prepared for recruitment in 2024.

10. As at 1 September 2024, 49 of those RB/OB funded staff positions, as well as 27 project funded staff positions, were under recruitment, with the remainder to be initiated in the fourth quarter of 2024.

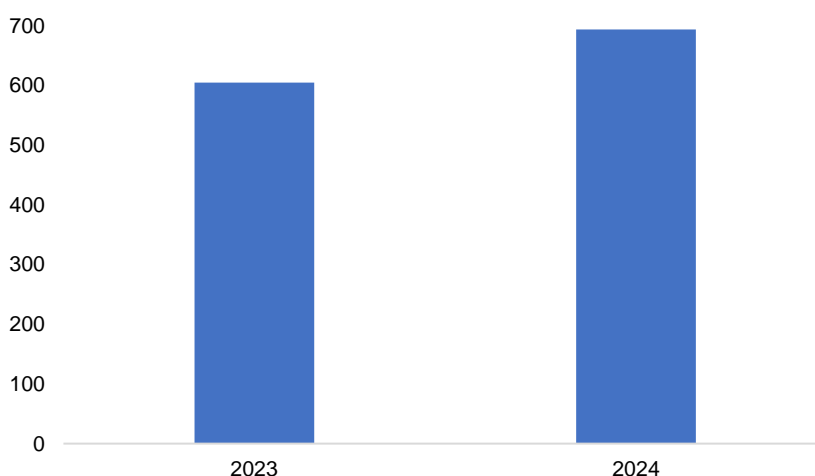
11. The chart below shows the volume of fixed term RB, OB and project funded recruitments for the period from January to August for both 2023 and 2024.

Figure 5
Recruitment of fixed term positions, 2023 compared to 2024



12. Taking into account recruitment for other categories of personnel (ISAs, interns, others), an overall total of 855 recruitment requests were processed in the first eight months of 2024. This represented an increase of 13 per cent compared to the same period in 2023. These recruitments predominantly related to hiring of project funded personnel under ISAs. The trend of ISA recruitments in 2023 and 2024 is shown in the chart below.

Figure 6
Recruitment of consultants, 2023 compared to 2024



13. For the same period, five new Junior Professional Officers (JPOs), four partner experts and 131 interns joined UNIDO. Currently there are 16 JPOs on board, sponsored by the following five Member States: China, Finland, Germany, Italy and Japan.

14. Ongoing review and modernization of recruitment related policies and practices remains a priority. In 2024, the Director General approved a number of measures to streamline and improve the existing recruitment procedures. These changes included expanding the eligibility to apply for internally advertised fixed-term appointments to allow applications from project-funded staff and holders of ISAs.

15. UNIDO will continue to take the opportunity to enhance its recruitment policies, procedures, services and the support it provides to its personnel. In this respect, it is expected that a new policy on external recruitment will be issued in early 2025. This policy will incorporate best practice talent acquisition approaches, including attracting the best qualified candidates from as wide a geographic basis as possible, and tailored initiatives to support gender parity.

Talent development

16. Continuous professional development remains a cornerstone for an effective and committed workforce. Since 2022, learning and development opportunities have been expanded to the various categories of UNIDO's workforce. COR/HRM's learning suite includes a mix of modern methods, including classroom based, in person and self-guided online, with the aim to maximize the impact from the available resources and to make learning more accessible and inclusive. The number of recorded learning hours has steadily increased. The objective is to make learning a part of everyone's daily activities and to define learning broadly, including social learning and learning on the job.

Human resources operations

17. Statutory services in relation to the administration of UNIDO's workforce, encompassing a broad range of essential functions such as health and life insurance management, contract extensions, benefits and pension administration, duty of care and mental health, continue to be delivered across the entire personnel. These services not only ensure compliance with organizational policies but also play a crucial role in safeguarding the well-being of and providing professional support to the workforce.

Employee relations

18. Promoting an enabling, inclusive working environment remains forefront to the human resources agenda, with this work delivered in close partnership with other stakeholders such as the Division of Gender Equality and Empowerment of Women (SPP/GEW), Ethics and Accountability Unit (COR/EAU) and the Office of Evaluation and Internal Oversight (EIO).

19. Addressing all types of allegations of prohibited conduct, including harassment and sexual harassment, and enforcing a zero-tolerance approach towards any allegation of sexual exploitation and abuse (SEA) remains paramount. In this respect, it is noted that in 2024 to date UNIDO received one allegation of sexual harassment that is currently under investigation by EIO.

20. Since 2018, UNIDO has followed the initiative of the Secretary-General to certify annually through a management letter that UNIDO has reported all credible allegations of SEA in the Organization.

21. To further familiarize UNIDO personnel with SEA and by extension promote UNIDO zero tolerance against SEA, a self-paced online training was developed by COR/EAU and is available since July 2024 on UNIDO's learning platform. Finally, COR/HRM, in cooperation with COR/EAU, is developing a training module on harassment prevention that is expected to be launched before the end of 2024.

Forthcoming personnel related developments

22. COR/HRM will continue to build and deliver a modern, people-focused framework that enables UNIDO to attract, recruit, engage and develop the best possible talent, women and men, from across all regions. Continuous modernization of personnel policies and procedures will remain a cornerstone of this approach. Among the highest priority items is a comprehensive review of UNIDO's staff contractual framework, in order to align UNIDO's approach with that of other United Nations common system organizations and the recommendations of the International Civil Service Commission (ICSC).

II. Common system developments affecting UNIDO staff regulations and rules

Conditions of service applicable to the Professional and higher category

Salary scale for Professional and higher categories (schedule I to the staff regulations)

23. The concept of the base salary scale is set by reference to the salary scale of the federal civil service of the United States of America in Washington, D.C. Periodic adjustments are made on the basis of a comparison of net base salaries of United Nations officials with the corresponding salaries of their counterparts in the United States federal civil service, excluding any locality pay.

24. At its seventy-eighth session held in 2023, the United Nations General Assembly (UNGA) did not implement changes to the unified salary scale for staff in the Professional and higher categories approved in its resolution [77/256](#) of 30 December 2022 and, therefore, no additional costs had been incurred in the UNIDO programme and budgets.

Ongoing review of the compensation package for staff in the Professional and higher categories

25. The ICSC initiated a comprehensive compensation review at its ninety-fifth session in March 2023 following a request made by the UNGA in its resolutions [76/240](#) and [77/256](#). The recommendations of the ICSC review, completed in conjunction with human resources functions and the staff federations of United Nations system organizations, are expected to be submitted to the eighty-first session of the UNGA to be held in 2026.

III. Matters related to staff rules

Scale of pensionable remuneration for the Professional and higher categories (Appendix C to the staff rules)

26. In accordance with article 51 (b) of the Regulations of the United Nations Joint Staff Pension Fund (UNJSF), the scale of pensionable remuneration should be adjusted on the same date as the net remuneration amounts (base salary plus post adjustment) of officials in the Professional and higher categories in New York are adjusted.

27. With effect from 1 February 2024, the post adjustment multiplier for New York was revised from 80.5 to 88.4. Accordingly, the ICSC promulgated the revised scales of pensionable remuneration effective 1 February 2024. Sufficient financial coverage was included in the UNIDO programme and budgets 2024–2025.

IV. Representation of the UNIDO policymaking organs on the UNIDO Staff Pension Committee

28. Through decision GC.1/Dec.37, the General Conference accepted the regulations of the United Nations Joint Staff Pension Fund and established the UNIDO Staff Pension Committee. In decision GC.20/Dec.16 the Conference elected two members and one alternate of the UNIDO Staff Pension Committee for the biennium 2024–2025, while one post of an alternate member remained vacant. Furthermore, the Conference authorized the Industrial Development Board to proceed with the election for any of the posts on the UNIDO Staff Pension Committee that might become vacant before the General Conference holds its twenty-first session.

Accordingly, the Board is requested to elect one alternate member of the UNIDO Staff Pension Committee for the remainder of the biennium 2024–2025.

V. Action required by the Board

29. The Board may wish to consider the adoption of the following draft decision:

“The Industrial Development Board

(a) Takes note of the information contained in document IDB.52/26;

(b) Decides, in accordance with paragraph (b) of General Conference decision GC.20/Dec.16, to elect the following alternate member of the UNIDO Staff Pension Committee for the remainder of the biennium 2024–2025:

Alternate: (country)”.
