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Organización de las
Naciones Unidas para la
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منظمة
الغذية والزراعة
للأمم المتحدة

COUNCIL

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Updated Action Plan for the Achievement of Equitable Geographic Distribution and Gender Parity of FAO Staff

1. At its 159th Session, the Council requested the Director-General to present to the next Council session a detailed action plan on the achievement of equitable geographic distribution, and gender parity of FAO staff.
2. Following the feedback received during the 173rd Session of the Finance Committee in November 2018, this updated document presents two detailed action plans. The first one includes the initiatives aimed to achieve equitable geographic distribution and the second one includes the initiatives related to achieving gender parity of staff. The action plans provide information on indicators, timeframe and the status of the different activities.

Queries on the substantive content of this document may be addressed to:

Mr Fernando Serván Director,
Office of Human Resources
Tel: +3906 5705 2299

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ACTION PLAN

Action Plan for the achievement of equitable geographic distribution and gender parity of FAO staff

At its 159th Session, the Council requested “*the Director-General to present to the next Council session a detailed action plan on the achievement of equitable geographic distribution, and gender parity of FAO staff.*”

The following pages provide the two detailed action plans, the first one presents the initiatives aimed to achieve the equitable geographic distribution and the second one includes the initiatives related to gender parity. The color-coded reporting system summarized below indicates the status of each initiative with respect to the established timeframes.

Color-coded reporting system

| | |
|--|--------|
| The initiative has been completed | Blue |
| Progress towards implementation is on track | Green |
| Progress is delayed but remedial action is being taken and a revised timeline established | Yellow |
| Successful completion of the initiative is in jeopardy | Red |
| Activity not yet underway | Grey |

Action Plan for the achievement of equitable geographic distribution of FAO staff

| 1. Employer Branding Strategy | | | |
|---|---|------------------|---|
| <u>Overview</u> The Organization aims to plan, develop and implement a structured employer branding strategy to promote FAO as the employer of choice and attract, recruit and retain highly qualified employees. The Organization is also reviewing its online presence to align it with the employer branding strategy promoted through the employment page, specialized websites and social media. The Office of Human Resources is reinforcing its staff with Talent Acquisition Specialists to support these initiatives. | | | |
| <u>Activities</u> | <u>Indicators</u> | <u>Timeframe</u> | <u>Status</u> |
| 1.1 Definition of the employer branding strategy | | | |
| <ul style="list-style-type: none"> Informal discussions with other UN agencies regarding best practices and successful approaches | Information collected | October 2018 | Completed |
| <ul style="list-style-type: none"> Definition of communication strategy with the Office of Corporate Communication (OCC) | Communication strategy defined | January 2019 | On going |
| <ul style="list-style-type: none"> Assessment of resources needed | Budget defined | January 2019 | Review of the budget available is ongoing |
| <ul style="list-style-type: none"> Endorsement of the employer branding strategy by senior management | Strategy approved | January 2019 | On going |
| 1.2 Hiring of Talent Acquisition Specialists | | | |
| <ul style="list-style-type: none"> Issuance of the Call of expression of Interest | Issuance of the Call of expression of Interest on FAO website | June 2018 | Completed |
| <ul style="list-style-type: none"> Selection process and creation of a Roster of qualified Talent Acquisition Specialists | Closure of the Call in the system | September 2018 | Completed |

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|---|---|---------------|---|
| ▪ Hiring of one Talent Acquisition Specialist to join the team in HQ | Issuance of consultancy contract | November 2018 | Completed |
| ▪ Evaluation of the need for Talent Acquisition Specialists in the Regional Offices | Assessment endorsed by Senior HR management | December 2018 | On going |
| ▪ Hiring of Talent Acquisition Specialists to join Regional Offices | Issuance of a consultancy contracts | January 2019 | Following finalization of needs assessment and available budget |

2. Outreach Activities

Overview

The Organization is increasing its efforts to improve the outreach activities aimed to promote job openings through different channels in order to attract highly qualified candidates and foster geographical representation. The applications received are the starting point of the selection process and, in an effort to increase the number of equitably represented countries, increasing the number of applications received from qualified candidates from non and under-represented countries is essential.

| <u>Activities</u> | <u>Indicators</u> | <u>Timeframe</u> | <u>Status</u> |
|-------------------|-------------------|------------------|---------------|
|-------------------|-------------------|------------------|---------------|

2.1 Modernization of the employment webpage

| | | | |
|--|---|---------------|-----------|
| ▪ Initial discussion between OHR and OCC | Strategy defined | October 2018 | Completed |
| ▪ Evaluation of external providers for the introduction of a chatbot in liaison with CIO | Proposal endorsed by Senior HR management | February 2019 | On going |
| ▪ Definition of layout and contents of the webpage in line with the employer branding strategy in liaison with OCC | Prototype ready | February 2019 | On going |
| ▪ Release of the new employment webpage | New employment webpage released | March 2019 | On going |

| 2.2 Renewed online presence of FAO as an employer | | | |
|--|--|-------------------------|-----------|
| <ul style="list-style-type: none"> Renewal of partnerships with main international employment websites: Reliefweb, Devex, Development Aid, and ImpactPool | Partnership renewed | August 2018 | Completed |
| <ul style="list-style-type: none"> Increased use of corporate social media (LinkedIn, Facebook and Twitter) to promote Vacancy Announcements in liaison with OCC | Use of social media reinforced | September 2018 | Completed |
| <ul style="list-style-type: none"> Alignment of the use of social media with the employment branding strategy | Use of social media aligned with the employment branding strategy | February 2019 | On going |
| <ul style="list-style-type: none"> Alignment of the use of employment websites with the employment branding strategy | Use of employment websites aligned with the employment branding strategy | February 2019 | On going |
| <ul style="list-style-type: none"> Assessment of the impact of the renewed FAO online presence (number of views, number of applications from online sources, number of applications from online sources from targeted candidates) | Submission of assessment report to HR senior management | June 2019 | |
| <ul style="list-style-type: none"> Introduction of adjustment measures to online activities based on the outcomes of the assessment | Adjustment measures introduced | August 2019 | |
| 2.3 Partnership with sectorial periodicals | | | |
| <ul style="list-style-type: none"> Advertisement of selected Vacancy Announcements on sectorial periodicals | Selected Vacancy Announcements advertised on sectorial periodicals | On a case-by-case basis | On going |

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|---|---|---------------|---|
| <ul style="list-style-type: none"> ▪ Evaluation of campaigns to be launched in sectorial periodicals in alignment with the employer branding strategy | Partnership with sectorial periodicals defined | February 2019 | On going |
| <ul style="list-style-type: none"> ▪ Assessment of cost | Budget defined | January 2019 | Review of the budget available is ongoing |
| <ul style="list-style-type: none"> ▪ Assessment of the impact of partnership with sectorial periodicals | Submission of assessment report to HR senior management | June 2019 | |
| <ul style="list-style-type: none"> ▪ Introduction of adjustment measures to partnership with sectorial periodicals based on the outcomes of the assessment | Adjustment measures introduced | August 2019 | |
| 2.4 Partnership with local recruitment service providers | | | |
| <ul style="list-style-type: none"> ▪ Evaluation of specific requirements of the Regional Offices | Requirements of the Regional Offices defined | January 2019 | On going |
| <ul style="list-style-type: none"> ▪ Set up of partnership with local recruitment service providers | Partnership set up | March 2019 | Under evaluation |
| <ul style="list-style-type: none"> ▪ Assessment of the impact of partnership with local recruitment service providers | Submission of assessment report to HR senior management | June 2019 | |
| <ul style="list-style-type: none"> ▪ Introduction of adjustment measures to partnership with local recruitment service providers based on the outcomes of the assessment | Adjustment measures introduced | August 2019 | |
| 2.5 Recruitment Events | | | |
| <ul style="list-style-type: none"> ▪ Participation in recruitment events in under-represented countries via decentralized network (staff from regional/liaison offices) | Attendance of main recruitment events in 2018 | November 2018 | Completed |

| | | | |
|--|---|-------------------------|---------------|
| <ul style="list-style-type: none"> ▪ Identification of suitable recruitment events in 2019 via decentralized network (staff from regional/liaison offices) | Attendance to recruitment events in 2019 | On a case-by-case basis | On going |
| 2.6 Targeted online campaigns | | | |
| <ul style="list-style-type: none"> ▪ Analysis of similar campaigns conducted by other UN agencies | Submission of assessment report to HR senior management | September 2018 | Completed |
| <ul style="list-style-type: none"> ▪ Evaluation of proposals from external providers | Submission of assessment report to HR senior management | September 2018 | Completed |
| <ul style="list-style-type: none"> ▪ Launch of targeted online campaigns | Targeted online campaigns launched | March 2019 | On going |
| 3. FAO Employment Network | | | |
| <u>Overview</u> | | | |
| The Organization is involved in the development of the FAO employment network as principal channel to disseminate Vacancy Announcements, with the aim to increase FAO outreach messages. The involvement of FAORs, Regional Representatives and Permanent Representatives in these activities is crucial to ensure better means for contact with local candidates and to promote FAO as a top-level employer around the world. | | | |
| <u>Activities</u> | <u>Indicators</u> | <u>Timeframe</u> | <u>Status</u> |
| 3.1 Development of specific tools for the FAO employment network | | | |
| <ul style="list-style-type: none"> ▪ Setup of a dedicated email account (talent-link@fao.org) | Email account set up | June 2018 | Completed |
| <ul style="list-style-type: none"> ▪ Development of informative documentation | Informative documentation released | December 2018 | On going |
| <ul style="list-style-type: none"> ▪ Opening of Call for spontaneous applications and issuance of sub-regional JPO opportunities | Call for spontaneous applications open | January 2019 | On going |

| | | | |
|---|--|-------------------------|---------------|
| 3.2 Involvement of FAORs and Regional and Sub-regional representatives | | | |
| <ul style="list-style-type: none"> Liaison with FAORs and Regional and Sub-regional Representatives to disseminate Vacancy Announcements | Documentation shared with FAORs and Regional Representatives | On a case-by-case basis | On going |
| 3.3 Involvement of Permanent Representatives | | | |
| <ul style="list-style-type: none"> Liaison with Permanent Representatives to disseminate Vacancy Announcements | Documentation shared with Permanent Representatives | On a case-by-case basis | On going |
| 4. Targeted Programmes | | | |
| <u>Overview</u> | | | |
| The Organization aims to elaborate targeted programmes to attract qualified candidates with internships and fellowships opportunities from non- and under-represented countries. The main goal is to increase the awareness about the work of the Organization in these countries and provide opportunities to local professionals to be exposed to the FAO work environment and FAO selection processes. | | | |
| <u>Activities</u> | <u>Indicators</u> | <u>Timeframe</u> | <u>Status</u> |
| 4.1 Designing internships and fellowships opportunities | | | |
| <ul style="list-style-type: none"> Review of the FAO Global Internship, Volunteers and Fellows (IVF) Programme | Reviewed IVF Programme launched in OHR | October 2018 | Completed |
| <ul style="list-style-type: none"> Assessment of the current targeted internships and fellowships opportunities and evaluation of improvements | Targeted programmes launched | March 2019 | On going |
| <ul style="list-style-type: none"> Assessment of the impact of targeted programmes | Report to HR senior management | June 2019 | |

5. Organizational culture

Overview

The Organization is preparing an internal communication campaign to foster the benefits of a diverse work environment. Dedicated contents and resources will be shared with the FAO employees to promote an organizational culture that values diversity. Hiring managers, in addition, will have access to targeted resources about how managing a diverse workforce and how effectively value diversity in the office.

Activities

Indicators

Timeframe

Status

5.1 Internal communication campaign

| | | | |
|---|--|---------------|----------|
| <ul style="list-style-type: none"> Development of dedicated contents and resources in collaboration with OCC | Dedicated contents and resources developed | February 2019 | On going |
| <ul style="list-style-type: none"> Launch of the internal communication campaign | Internal communication campaign launched | April 2019 | On going |

5.2 On-line resources for hiring managers

| | | | |
|--|-----------------------------|---------------|----------|
| <ul style="list-style-type: none"> Elaboration of specific contents | Contents completed | February 2019 | On going |
| <ul style="list-style-type: none"> Release of the on-line resources | On-line resources available | June 2019 | On going |

Action Plan for the achievement of gender parity of FAO staff

| 1. Leadership and Accountability | | | |
|--|-----------------------------------|------------------|---|
| <u>Overview</u> The support from senior management is essential to effectively implement the action plan. Therefore, the Organization is implementing different measures to ensure that hiring managers are fully aware and responsible of their role in achieving gender parity. | | | |
| <u>Activities</u> | <u>Indicators</u> | <u>Timeframe</u> | <u>Status</u> |
| 1.1 Issuance of revised recruitment Guidelines | | | |
| ▪ Review of the current guidelines and formulation of the new approach | New approach defined | October 2018 | Completed |
| ▪ Issuance of revised guidelines to reinforce the role of hiring managers as responsible of the gender target in different steps of the selection process | Revised guidelines released | January 2019 | On going |
| 1.2 Specific resources for senior manager on how to promote a Gender-Equal Workplace | | | |
| ▪ Discussions among OHR, ESP and OSD | Common approach and goals defined | January 2019 | On going |
| ▪ Assessment of cost | Budget defined | February 2019 | Review of the budget available is ongoing |
| ▪ Elaboration of specific contents | Contents completed | March 2019 | On going |
| ▪ Release of on-line resources | On-line resources available | April 2019 | On going |

| 2. Recruitment, Retention, Progression and Talent Management | | | |
|--|--|------------------|---------------|
| <u>Overview</u> FAO is implementing measures to eliminate unconscious bias in different steps of the selection process and is introducing specific initiatives to support professional women in career progression. | | | |
| <u>Activities</u> | <u>Indicators</u> | <u>Timeframe</u> | <u>Status</u> |
| 2.1 Removal of non-essential personal information of candidates during the selection process | | | |
| ▪ Review of the current practice and formulation of the new approach | New approach defined | January 2019 | On going |
| ▪ Removal of personal information of candidates during the recruitment process, as marital status and number of children | Removal of personal information from Personal Profiles available to selection panels | February 2019 | On going |
| 2.2 Shared database and pipeline with Rome Based Agencies | | | |
| ▪ Discussions among RBAs to review the current situation and define a new approach | Common approach and goals defined | January 2019 | On going |
| ▪ Creation of shared database and pipeline of qualified female candidates | Shared database and pipeline set up | March 2019 | On going |
| 2.3 Targeted outreach campaigns | | | |
| ▪ Evaluation of proposals from external providers | Submission of assessment report to HR senior management | September 2018 | Completed |
| ▪ Analysis of similar campaigns conducted by other UN agencies | Submission of assessment report to HR senior management | September 2018 | Completed |
| ▪ Launch of targeted campaigns for female candidates | Targeted campaigns launched | March 2019 | On going |
| ▪ Launch of targeted campaigns for senior female candidates | Targeted campaigns launched | March 2019 | On going |

3. Enabling environment

Overview

The Organization has already endorsed the Enabling Environment Guidelines for UN System and is committed to maintain and reinforce specific measures to create a working environment that prizes diversity and flexibility, provides equal opportunities, recognizes that staff are also family and community members, and ensures a safe environment in which to work. Policies for the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation are in place and implemented, and FAO is actively involved in the CEB task force on addressing sexual harassment in the organizations of the UN system. FAO has already implemented a breastfeeding policy and introduced flexible work arrangements, such as flexible work schedules, teleworking, part-time employment, compressed work schedules and phased retirement.

Activities

Indicators

Timeframe

Status

3.1 Policies for the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation

| | | | |
|---|----------------------------|--------------|-----------|
| <ul style="list-style-type: none"> Release of mandatory e-learning on policies the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation | E-learning course released | October 2018 | Completed |
| <ul style="list-style-type: none"> Issuance of policies the prevention of harassment and abuse of authority, ethics, conflict resolution and protection against retaliation | Policies issued | March 2019 | On going |

3.2 Flexible work arrangements

| | | | |
|--|-----------------|-------------|-----------|
| <ul style="list-style-type: none"> Issuance of policies for flexible work arrangements, such as flexible work schedules, teleworking, part-time employment, compressed work schedules and phased retirement | Policies issued | Before 2018 | Completed |
|--|-----------------|-------------|-----------|

4. Organizational culture

Overview

The Organization is elaborating an internal communication campaign to foster the benefits of a diverse work environment. Dedicated contents and resources will be shared with the FAO employees to promote an organizational culture that values diversity. Hiring managers, in addition, will have access to targeted resources about how managing a diverse workforce and how effectively value diversity in the office.

| <u>Activities</u> | <u>Indicators</u> | <u>Timeframe</u> | <u>Status</u> |
|---|--|------------------|---|
| 4.1 Internal communication campaign | | | |
| ▪ Initial discussion between OHR and OCC | Common strategy defined | January 2019 | On going |
| ▪ Development of dedicated contents and resources | Dedicated contents and resources developed | February 2019 | On going |
| ▪ Launch of the internal communication campaign | Internal communication campaign launched | April 2019 | On going |
| 4.2 On-line resources for hiring managers | | | |
| ▪ Elaboration of specific contents | Contents completed | February 2019 | On going |
| ▪ Assessment of cost | Budget defined | January 2019 | Review of the budget available is ongoing |
| ▪ Release of the on-line resources | On-line resources available | June 2019 | On going |