



ELEVENTH ITEM ON THE AGENDA

**Reports of the Programme, Financial and
Administrative Committee**

Second report: Personnel questions

Contents

	<i>Page</i>
I. Statement by the staff representative	1
II. Human Resources Strategy: Annual report	1
III. Amendments to the Staff Regulations	5
IV. Report of the International Civil Service Commission	6
V. Matters relating to the Administrative Tribunal of the ILO	7
Appendix: Statement by the Staff Union representative to the Programme, Financial and Administrative Committee (November 2008)	9

I. Statement by the Staff Union representative (Tenth item on the agenda)

1. The statement by the Staff Union representative is reproduced in the appendix to the present report.

II. Human Resources Strategy: Annual report (Thirteenth item on the agenda)

2. The Committee had before it a paper¹ on the Human Resources Strategy (HR Strategy). The Chairperson noted that the document was submitted for information.
3. Sir Roy Trotman, speaking on behalf of the Workers' group, indicated that the group would not comment on those issues which were the subject of formal proceedings as confirmed in the statement of the Staff Union representative, but strongly supported the process of social dialogue and the collective bargaining setting. However, it had a number of comments to make on other issues. As regards the internship programme, the group felt that it was a useful approach to creating new energies for the future, although the hiring of interns should not be used as a cost-cutting measure, nor to create forms of disguised employment or to replace more mature and experienced staff. In selecting interns, or more generally in the recruitment of staff, given its global structure, the Office should pay attention to regional diversity and gender balance. As a model employer, the ILO should provide greater opportunities for its General Service staff to advance up the career ladder. Steps taken, including those approved by the Building Subcommittee, should present clearer opportunities for the Office to recruit persons with disabilities or to accommodate staff with special needs. Referring to performance management, the spokesperson recalled that the ILO was the authority on such matters, and expressed the view that, with the introduction of the new system, it would demonstrate that it practiced what it preached. In that regard, he commended the Office on the introduction of the mentoring programme for new managers. With respect to IRIS, it was necessary for the Office to provide adequate training to ensure that it provided an efficient and effective service. Overall, the group was pleased at the significant work undertaken in the areas covered by the annual report.
4. Mr Julien, speaking on behalf of the Employers' group, said that the ILO's HR Strategy was one of the major focal areas for the Programme, Financial and Administrative Committee and a priority for the Employers' group. The adoption of the ILO's Declaration on Social Justice for a Fair Globalization would have a direct impact on human resources management, and he therefore hoped that the Office would submit, after March 2009 (and not in 2010, as was indicated in the document) a paper setting out the adjustments that would be needed, or were already under way, to respond to the objectives of the Declaration. Furthermore, given the possible adoption of the Strategic Policy Framework (SPF) at that time, it was important for resources, meaning the available competencies and knowledge, to be available to implement the new Strategy.
5. The speaker welcomed the progress made in a number of areas such as security and safety, training, people with disabilities, or performance measurement, but had some comments to make on a number of points.

¹ GB.303/PFA/13.

6. With regard to the question of recruitment, he wanted to know the reasons for the delay with the collective agreement. It was still not known whether the recruitment, assignment and placement system (RAPS) procedures that had been put in place had led to an improvement in the quality of applicants. The important thing was to recruit good applicants and reduce the time between the start of the recruitment process and the entry into service of the person concerned. He also hoped that the still unknown number of vacant posts would be reduced, which should become a goal. With regard to applicants' experience of the world of work, he wanted to know what was being done in the ILO to increase the number of people coming in with a background of working in an enterprise. Furthermore, he indicated that it was not normal that, in an organization with a tripartite philosophy, many officials were unaware of the role of social dialogue and of the social partners.
7. With regard to interns, the Employers encouraged their employment provided that they were not hired to replace regular posts, and wanted to know how many were subsequently hired by the ILO.
8. With regard to grade structure, he once again warned against a policy of downgrading posts and recommended that the ILO monitor what was being done in other institutions in order to remain competitive and attract the best available specialist staff.
9. The Employers' group very much favoured a performance measurement system that would also make it possible to give greater responsibility to directors, and was anxious to respond to the needs of results-based management; it wanted to know how staff responded to such measures. It was essential for directors to realize the importance of measuring the performance of their teams and to feel fully involved in that process.
10. The speaker also wanted more information on measures adopted to promote mobility. With regard to the regional diversity of staff, he noted that the two regions which had shown the best results were the Arab States and Asia and the Pacific. Europe and, in particular, Africa, on the other hand, had performed very poorly, hence the need for rapid progress in that area.
11. With regard to issues of safety and health, he wanted to know whether steps had been taken to organize an information campaign on asbestos in the headquarters building, and asked to be kept informed of measures taken to promote a safety and health culture.
12. He also wanted to know whether conflict resolution procedures that had been adopted had led to a reduction in the number of cases brought before the ILO Administrative Tribunal. Lastly, he asked for clarification on the consequences of United Nations reform for ILO staff, especially with regard to interagency mobility.
13. The representative of the Government of the United Kingdom, speaking on behalf of the group of industrialized market economy countries (IMEC), said that the report provided a clear presentation of progress made and an honest assessment of the areas requiring further effort. The group was encouraged by that progress and convinced that the Office was moving in the right direction. Progress on achieving gender balance had been good, with women in 33 per cent of posts at the P5 and higher levels. The group hoped that the Office would continue to aim for gender parity at all grade levels. The group was also encouraged by the progress made in the area of work-life balance. She encouraged the Office to continue to develop more flexible policies to take account of the personal circumstances of all staff.
14. However, the group was disappointed that during the period 2006-09, most of the targets had not yet been achieved, and would not be fully met by the end of 2009. She expressed

concern at the likely negative impact on the next HR Strategy for the period 2010–15. She also expressed concern that an open and transparent recruitment and selection process based on competence, efficiency and integrity had not yet been implemented. While the group welcomed the collaborative and participatory approach taken in the introduction of the new performance management system, it was concerned that the new system would be implemented fully only in 2010. Results-based management could not become a reality until a credible performance management system, with measurable objectives, had been put in place. Similarly, the absence of a credible system called into question the idea that staff rotation decisions were necessarily fair and evidence-based.

15. The group noted that the HR Strategy document was submitted to the Committee for information, but felt that it should rather have been submitted for debate and guidance. The revised HR Strategy for the period 2010–15 should be aligned with the SPF, and take into account the results of the field structure review and the ongoing work to implement the 2008 Declaration. She considered that it was important for the Human Resources Development Department to undertake regular tripartite consultations in the development of the revised HR Strategy. She noted that the Committee had been promised, at the March session of the Governing Body, a forward-looking document on human resources, and expressed regret that this still had not been done. She hoped that such a paper would be forthcoming in March 2009, and that it would include information on the impact on the ILO of UN harmonization initiatives. The IMEC group was also requesting that the next annual report should include information on the number of vacant posts, as well as the number of posts which have been vacant for more than six months. She also requested statistics on the distribution of staff between headquarters and the field over the past ten years.
16. Finally, she urged all constituents and ILO managers to work closely with the Human Resources Development Department in order to implement fair, transparent and effective human resources policies. The IMEC group stood ready to help in that regard.
17. The representative of the Government of Hungary supported the statement made by the IMEC group. He underlined the importance of an open and transparent recruitment and selection system, and regretted that the Office had not yet fully implemented such a system. He urged the Office to make further efforts in that regard.
18. The representative of the Government of Japan supported the IMEC statement. As regards the regional representation of staff, he acknowledged that while the gap between the number of staff and the mid-point of the desirable range for Asia and the Pacific region had been reduced, that was due to the fact that the mid-point had been reduced from 148 to 145, not because the number of staff had increased. He considered that the gap remained unacceptably large and urged the Office to make efforts to address the imbalance. On the question of rebalancing the grade structure, he noted the Office's target to regrade at least one third of P5 jobs becoming vacant by the end of 2009. Of the vacant P5 positions, 27 had already been regraded downwards, and he supported the Office's efforts. He noted, however, that no separate target had yet been established for General Service jobs, and requested that the Office establish such a target in the revised HR Strategy, taking account of the outcome of the field structure review. He also hoped that the revised HR Strategy would facilitate the follow-up to the ILO Declaration on Social Justice for a Fair Globalization.
19. The representative of the Government of India supported the statement made by the representative of the Government of Japan. He expressed regret that the Asia and Pacific region was still under-represented and that no significant progress had been made. He also regretted that there were no Indian nationals in senior positions, and requested the Office to

remedy that situation. He hoped that the new recruitment and selection system would be helpful in recruiting more staff from non- and under-represented countries.

20. The representative of the Government of Egypt said that staff in the Arab region should be nationals of that region, since they would be in a better position to understand its needs.
21. The representative of the Government of Lebanon considered that the report was transparent and contained much useful information. With regard to regional diversity, she expressed regret that the Arab States were not adequately represented. She also suggested that, in the absence of successful prospection exercises, staff could be hired on a temporary rather than a permanent basis.
22. In response to the points that had been made, the Director of the Human Resources Development Department, Ms Strachan, thanked the members of the Committee for their thoughtful and constructive comments, questions and suggestions. She noted that they would provide useful guidance for the Office's continued reflections as it began preparing the revised HR Strategy.
23. She reaffirmed that a revised HR Strategy would be presented to the Committee in November 2009, and that it would be aligned with the SPF for 2010–15 and would give effect to the outcome of the field structure review and the demands arising from follow-up to the ILO Declaration on Social Justice for a Fair Globalization. In response to the IMEC request for a “forward-looking” document to be presented to the Committee, she pointed out that the current version of the SPF provided an overview of HR issues which the Office considered to be important for the future. Similarly, the annual report provided a preliminary assessment of some of the HR implications arising from the follow-up to the Declaration. However, more definitive proposals could only be made once decisions had been taken in March 2009 on the SPF, Programme and Budget and the field structure review.
24. In the meantime, the Office was continuing with the implementation of the current HR Strategy, since several of the objectives, such as those related to staff performance management and staff development, would continue to be pivotal in the revised HR Strategy. In addition, the Office was developing a skills mapping exercise to determine and bridge capacity gaps, something that was required to follow-up the 2008 Declaration.
25. In response to the comment made by the Employers' group that the Office should recruit more staff with enterprise experience, she noted that the Office continued to explore ways of attracting people with such experience, since it appreciated the value of such experience. Consequently, in developing its prospection database, the Office had requested employers' and workers' organizations to provide information which would allow it to target persons with the requisite experience.
26. Responding to the comments made by the representatives of the Governments of India, Japan and Egypt with regard to prospection and recruitment, she noted that achieving the right geographical balance and mix of staff presented a continuous challenge for the Office. She assured the Committee that the Office continued to explore creative ways of tapping into the talent pools of specific regions with unrepresented nationalities. The Office would continue to exploit the potential of RAPS to effectively target qualified candidates.
27. With regard to social dialogue in the ILO, she recalled that the administration attached great importance to the principle and practice of social dialogue in the management of the Office. Its commitment to engage with staff and staff representatives, using both formal and informal mechanisms, was demonstrated on a day-to-day basis by its joint work with

the Staff Union on bodies such as the Joint Negotiating Committee (JNC), the Advisory Committee on Occupational Safety and Health (ACOSH), the Joint Training Council (JTC) and various working groups under the JNC. Social dialogue did not mean that both parties must agree on every issue. There would be times when it was difficult to reach agreement, as was the case with the current discussions concerning recruitment and selection mentioned in the annual report. However, the administration believed that it was especially in these circumstances that both parties needed to ensure that dialogue continued. In that regard, she reiterated the administration's readiness to resume negotiations on the Collective Agreement for Recruitment and Selection as soon as the Staff Union was ready to move forward.

28. In conclusion, she indicated that the HR Strategy would continue to drive the reform process in the Office, and expressed the conviction that despite the various challenges, with the foundation laid with the current HR Strategy and with the continued guidance and support of the Committee, significant progress could be achieved.
29. The Committee took note of the paper.

III. Amendments to the Staff Regulations (Eleventh item on the agenda)

30. The Committee had before it a paper² on amendments to the Staff Regulations. The Chairperson introduced the paper, noting that the points for decision were contained in paragraphs 4 and 7.
31. Mr Julien, speaking on behalf of the Employers' group, said that his group endorsed the points for decision.
32. Sir Roy Trotman, speaking on behalf of the Workers' group, also supported the points for decision.
33. The representative of the Government of the United States noted that her delegation did not support the point for decision concerning the duration of adoption leave, as it was important for the ILO to maintain consistency with the UN system. She requested that it be placed on record that the United States was opposed to that particular point for decision.
34. The Committee took note of the implementation modalities of the performance management system contained in the annual report on the HR Strategy.
35. *The Committee recommends to the Governing Body that it approve the amendments to the Staff Regulations concerning performance management, as set out in the appendix to the Office paper, and concerning adoption leave, as set out in paragraph 6 of the paper.*

² GB.303/PFA/11.

IV. Report of the International Civil Service Commission (Fourteenth item on the agenda)

36. The Committee had before it a paper³ on the report of the International Civil Service Commission (ICSC). The Chairperson noted that the point for decision was contained in paragraph 11.
37. Sir Roy Trotman, speaking on behalf of the Workers' group, supported the point for decision, but requested more precise financial information particularly as regards the implementation of the revised base/floor salary scale.
38. Mr Julien, speaking on behalf of the Employers' group, said he endorsed the point for decision but wanted to know the exact amount that would be needed to implement the ICSC recommendations.
39. The Treasurer and Financial Comptroller, Mr Johnson, indicated that the base/floor salary scale would be implemented through the "no loss/no gain" formula and that there would therefore be no financial implications. With regard to the other elements included in the point for decision, all additional costs had been covered by the inflation element included in the programme and budget.
40. *The Committee recommends to the Governing Body that it:*
- (a) accept the recommendations of the ICSC, subject to their approval by the United Nations General Assembly, on the following entitlements:*
 - (i) an increase of 2.33 per cent in the base/floor salary;*
 - (ii) consequential increases in separation payments, for staff in the Professional and higher categories;*
 - (iii) revised levels of the children's and secondary dependants' allowances, with the accompanying transitional measures as required;*
 - (iv) an increase of 5 per cent in the mobility, hardship and non-removal allowances;*
 - (b) authorize the Director-General to give effect in the ILO, through amendments to the Staff Regulations (as necessary), to the measures referred to in subparagraph (a), subject to their approval by the General Assembly.*

³ GB.303/PFA/14.

V. Matters relating to the Administrative Tribunal of the ILO
(Fifteenth item on the agenda)

(a) Statute of the Tribunal

41. The Committee had before it a document ⁴ for information deferring discussion of this item to the next session of the Governing Body.
42. The Workers' group wished to know the reasons for deferral and sought confirmation that a document would be prepared for the March 2009 session of the Governing Body.
43. The Legal Adviser explained that the item had a long history of consultations among all the parties concerned, including the international organizations that recognized the jurisdiction of the Tribunal. He recalled that, in 2005, the Governing Body had discussed a document that, in particular, suggested amendments to articles II and VII of the Statute of the Administrative Tribunal of the ILO. Since the Tribunal had asked to be consulted again, the Office proposed to present a document to the Committee following the outcome of those consultations.
44. The Committee took note of the information provided.

(b) Recognition of the Tribunal's jurisdiction by the Global Fund to Fight AIDS, Tuberculosis and Malaria

45. The Committee had before it a document ⁵ on the recognition of the Tribunal's jurisdiction by the Global Fund to Fight AIDS, Tuberculosis and Malaria.
46. The Employers' group, supporting the point for decision, pointed out that there were exceptional circumstances relating to this particular case. Firstly, as officials of the World Health Organization, the staff of the Global Fund could currently address complaints to the Tribunal. Secondly, many enterprises collaborated with the Global Fund within the scope of its activities.
47. The Workers' group supported the point for decision.
48. *The Committee recommends that the Governing Body approve the recognition of the Tribunal's jurisdiction by the Global Fund to Fight AIDS, Tuberculosis and Malaria, with effect from the date of such approval.*

⁴ GB.303/PFA/15/1.

⁵ GB.303/PFA/15/2.

(c) Recognition of the Tribunal's jurisdiction by the ITER International Fusion Energy Organization (ITER Organization)

49. The Committee had before it a document ⁶ on the recognition of the Tribunal's jurisdiction by the International Fusion Energy Organization (ITER).
50. The Employers' group, while supporting the point for decision, pointed out that the current recognition of the Tribunal's jurisdiction by ITER, which had a large number of staff members, might have an impact on the Tribunal's workload. They asked whether the present number of judges and sessions could meet the increased workload.
51. The Legal Adviser explained that the situation had already been taken into consideration by the Office and that the Tribunal itself was studying the possible impact of an increased workload on its functioning.
52. The Workers' group supported the point for decision.
53. *The Committee recommends that the Governing Body approve the recognition of the Tribunal's jurisdiction by the ITER International Fusion Energy Organization, with effect from the date of such approval.*

Geneva, 17 November 2008.

Points for decision: Paragraph 35;
Paragraph 40;
Paragraph 48;
Paragraph 53.

⁶ GB.303/PFA/15/3.

Appendix

Statement by the Staff Union representative to the Programme, Financial and Administrative Committee (November 2008)

Mr Chairperson, Director-General, members of the Committee, dear colleagues and others with us here today.

Last week, my home country, the United States of America, elected its first African-American President. This has already been referenced on several occasions here in the Governing Body. President-elect Obama spoke with a great deal of eloquence. My concern here today is that you may have come to expect that level of public speaking ability from *all* Americans, and I can only hope that I don't disappoint too much!

The election scheduled for next week in the Governing Body leads us to reflect on the changes brought about under the leadership of our Director-General over the last decade. He coined the term "decent work" to encompass the hopes and aspirations of the workers and employers of the world, and the ideals of the ILO itself. He provided backing for gender equality unrivalled among his predecessors. He championed the Declaration on Social Justice for a Fair Globalization, which recognizes the critical role of freedom of association and collective bargaining in attaining the strategic objectives of the ILO.

On the subject of collective bargaining itself, the Director-General broke new ground, signing what is still the only collective bargaining agreement in the history of the international civil service. Following the ILO's example, a number of UN agencies are now moving away from purely advisory mechanisms towards joint negotiating committees of their own. Given our unique mandate, the ILO *should* serve as a model for staff-management relations across the common system.

However, if we take a critical look at staff-management relations in the ILO, we find that a considerable amount of work remains to be done.

As you, the members of the Governing Body, renew your confidence in the Director-General, I as a representative of the ILO staff would like to invite the Director-General to work together with representatives of staff to address the most pressing problems that face the smooth functioning of our Office in the foreseeable future.

Restoring a culture of collective bargaining at the ILO

One of the major hurdles we face is the full implementation and respect of collective agreements which have been signed by the administration.

In March 2000, the Director-General and the then President of the ILO Staff Union signed a recognition and procedural agreement. This agreement committed the Office to promoting the principles and rights embodied in Conventions Nos 87, 98 and 151, and in Article 20 of the Universal Declaration of Human Rights. It reflected the intention of both the Office and the Staff Union to work in a spirit of partnership, in good faith and mutual respect; it called for social dialogue so that all staff members could influence the evolution of the Organization; and it established the duty to bargain in good faith on terms and conditions of employment in the broadest sense of the term.

Efforts must be made to better implement the provisions of the recognition and procedural agreement.

Despite the numerous requests made by the Staff Union, following two pilot exercises, the Collective Agreement on Personal Development Plans has never been implemented.

The Collective Agreement on Recruitment and Selection has been under revision for a number of years now. As the annual report on HR Strategy before you points out, the Staff Union suspended negotiations on the new agreement pending the outcome of a case which it had referred to the Review Panel, the body to which collective disputes are referred.

Our action was motivated by unilateral changes made to the recruitment and selection procedures in the framework of the RAPS, in violation of the provisions of the collective agreement in force. The decision to suspend negotiations was not taken lightly and followed a number of attempts by the Staff Union to settle this dispute.

The Staff Union welcomes the findings of the Review Panel, which provide important clarification. We remain hopeful that the advice of that body will pave the way to re-launching negotiations, where both parties can commit themselves to entering into a collective agreement and abiding by it. This is a clear example where, had the unilateral changes been subject to negotiation, we may have been able to catch some of the problems that are coming to the surface today, with staff raising questions about the objectivity and transparency of the procedures.

In other areas of policy, which touch on terms and conditions of work, the Staff Union is sometimes informed or consulted only at a very late stage. For example, on the very important subjects of performance management and staff mobility, which elsewhere in the UN system was the subject of in-depth policy discussions from early on, here in the ILO, consultations began only once the policies had been well established and just before their promulgation. There are obvious limitations in being consulted so late in policy development, not least of which is the difficulty to fully analyse or consult with our own representative structures.

Despite these problems, some progress has been made, and we have to recognize this and appreciate it when it does occur. For example, the Staff Union and the administration have advanced on the subject of contracts policy, which we hope will bring an end to precarious employment in the Office through an approach which balances flexibility with security.

Another notable development is the adoption leave policy which you will consider during this session. We note that this policy could have been adopted when it was originally submitted to the PFAC two years ago, had it been subject to negotiation at that time. Nevertheless, I can attest to the fact that the proposal before you represents a negotiated compromise, and a more logical policy compared with what is available elsewhere in the common system. This is a positive indication of what good-faith negotiations can produce.

Two items which are not before you at this time, namely, the Statute of the ILO Administrative Tribunal, which has been deferred until March, and the field structure review, which was discussed in the Technical Cooperation Committee earlier in the week, will obviously have major implications for ILO staff.

The latter subject was discussed between the Staff Union – and in particular our titular representatives from the regions – and a representative of the Director-General's

Office, and this was greatly appreciated. It was an important opportunity for our staff representatives from the field to provide their inputs and voice their concerns, as the consultants for the initial study on the field structure review did not consult or even meet staff representatives in most field offices.

We hope that we will be party to any consultations which will take place prior to presentation of these two items to this Committee in March.

A Legal Adviser for the Staff Union

Freedom of association is an essential element for promoting collective bargaining in any workplace. This includes the right of a union to organize its administration, its activities and its programmes.

Despite our best efforts over the past four years, I find myself with the unenviable task of reporting to you, once again, that the Staff Union continues to be prevented from providing its Legal Adviser with the protection of an appropriate employment contract. I will not enter into too many details here today, as I and each of my predecessors have raised the subject in our statements to this Committee over the past several years. However, to recap:

- The Staff Union Legal Adviser has been employed by the Union since 2003, and without a contract since 2004.
- This position has provided the Staff Union with specialized advice and analysis, assisting with preparations for collective bargaining, reviewing policy proposals, and assisting staff in the settlement of disputes.
- Given the specificity of the international civil service, the Staff Union considers that the permanent presence of a legal adviser who is familiar with the ILO's unique rules and institutions is essential to protect and defend the interests of the staff.
- As the ILO Administrative Tribunal confirmed in a recent judgment, the independence of the international civil service prevents the Staff Union from registering itself in a member State and from recruiting its staff through an employment contract concluded under domestic legislation. The only possibility for the ILO Staff Union to recruit a legal adviser is to do so by using the legal framework of a regular ILO contract.
- This question touches on a fundamental principle: the right of ILO officials to freedom of association, which is enshrined in Convention No. 87, and, more particularly, the right of the Staff Union to hire its own staff.
- Precedents exist both inside and outside the ILO. This is the first time that the administration has refused to issue a contract for staff employed by the Staff Union. Staff representative bodies in other international organizations have engaged such staff without any difficulty, and several independent or quasi-independent bodies exist within the Office, using regular ILO contracts for their own staff.

Once again, the ILO Staff Union is *not* asking the ILO to act as employer in this case. The position would be financed through our own dues.

What the Union is asking for is a negotiated solution which will ensure employment conditions that are appropriate for the Staff Union Legal Adviser. We believe a solution

can be found which respects the Staff Union's freedom of association without imposing liabilities on the ILO administration.

Staff safety and security

The ILO Staff Union, through our International Federation, has been increasingly active in matters of staff safety and security. Following the Algiers attacks of 11 December 2007, we have been committed to working actively on security policy, in order to ensure that everything is being done to guard against such a tragedy repeating itself in the future. While we have successfully influenced policy at the inter-agency level, and we enjoy a positive working relationship with the headquarters security focal point, we would welcome a greater consultative role when the policies to which we have contributed at the inter-agency level are translated into action within the ILO.

We know that the Office has a special responsibility when it sends international staff and their dependants into the field. But the fact that national staff are citizens of the country where they serve should not in itself disqualify them from many of the benefits enjoyed by their international colleagues. Our concern is for the removal of any *artificial* barriers between colleagues who face the same risks because they serve under the same banner – that of the United Nations and the ILO.

To highlight the extent to which this discrimination has very real implications for national staff in the field, I want to share with you the story of Roger, a staff member working in a conflict zone in the African region.

Roger carried out his work for an ILO project over 2,000 kilometres from his home, family and support networks, and in a region where the security alert levels were high.

In his duty station, national staff receive hazard pay, amounting to one-fifth of the level of hazard pay received by international staff. International staff benefit from "rest and recuperation" leave and are reimbursed for private security personnel. Internationals are required to live within the security zone established by the UN system, through which they are protected by the police and UN security personnel. Such secure living conditions are inaccessible for many national staff because housing costs in secure locations far exceed what national staff can afford.

Problems of insecurity are real. With the United Nations having been recently accused of supporting one side in the conflict, which continues to grow in the region, it is understandable that local staff outside the security zone would fear that they may be targeted because of their association with the United Nations.

Of course, Roger is but one of many ILO staff members who serve the Organization in an increasingly insecure global climate. Indeed, of the 270 UN staff killed as a result of malicious acts since 1992, a full 80 per cent were national staff. We welcome the fact that the Brahimi report – which reviewed global security for the United Nations in the aftermath of the Algiers bombings – acknowledges the differences in treatment between national and international staff and calls on the United Nations to address these problems proactively.

As the ILO increases the presence of its staff in the field, with projects and activities being undertaken in increasingly exposed locations, it is essential that the Office rises to the level of best practice among the agencies, funds and programmes in security matters. The ILO's global presence must be monitored and supported by a team of professional security experts, to advise those responsible for field activities at the highest levels.

The problems I have outlined to you here today are not insignificant, and they will not be resolved in the blink of an eye. However, I do believe that, with dedication, perseverance and a commitment to work in a spirit of partnership, in good faith and mutual respect, we can overcome them. The Staff Union is ready to make all necessary efforts to achieve this goal and is hoping that the administration is also willing to work towards a renewal of a culture of collective bargaining here in the ILO, in the very institution that promotes social dialogue and collective bargaining in the rest of the world.