

Agenda item 3(d)
Human resources report

CE/117/3(d)
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Executive summary

The structure of the Secretariat continues to be implemented as laid out by the Secretary-General in his report on Management vision and priorities (document [CE/108/5\(b\) rev.1](#)) and further initiatives and activities announced in the Statement of Policy and Management submitted to the 113th session of the Executive Council (document [CE/113/4](#)), within the approved resources and number of staff positions. This report also includes information on gender distribution of personnel. As of 1 September 2022, the total number of staff stands at 90 and the number of Service Contract holders stands at 89.

A broad range of support continues to be provided for members of personnel working from home and a hybrid return to the UNWTO premises continues to be carried out, whilst assuring the health and well-being of all personnel.

Four (4) staff positions have been filled following the issuance of vacancy announcements.

The efficiency of internal processes continues to be improved through the implementation of an IT system, which is expected to be launched at the end of 2022. This will allow for more efficient and effective use of resources and data-driven solutions.

Gender, diversity and inclusion, continue to be at the forefront of the Organization's commitment, demonstrated through participation in various mechanisms and system-wide initiatives. To continue to foster the health and well-being of personnel, especially in the aftermath of the COVID-19 pandemic, the Organization has implemented various initiatives ranging from the implementation of a Staff Counsellor function to specific trainings and tools that foster employee well-being.

The results of a cost-of-living survey carried out at the end of 2021 by the International Civil Service Commission (ICSC) for staff in the Professional and higher categories are presented in this report.

With a view to further aligning the Organization's policies with those of the United Nations common system, various amendments to the Staff Regulations and Rules are being proposed. In this context, the report also presents information on expected revisions and development of human resources policies.

DRAFT DECISION¹

Agenda item 3(d)

Human resources report
(document CE/117/3(d))

The Executive Council,

Having examined the report,

1. *Takes note* of the information provided on the human resources of the Organization;
2. *Expresses* its satisfaction at the work currently being carried out by those persons in service of the Organization and their contribution to the Programme of Work, especially in view of the rising demands on the Organization with its limited resources and the extraordinary circumstances deriving from the COVID-19 pandemic;
3. *Expresses* its satisfaction on the management of the UNWTO workforce and the initiatives to foster the health and well-being of all personnel, and particularly welcomes the implementation of a Staff Counsellor function to offer psychosocial support to personnel;
4. *Expresses* its satisfaction on the various initiatives of the Organization in the area of gender, diversity and inclusion, and supports the development of policies in this regard;
5. *Takes note* of the results provided on the ICSC cost-of-living survey;
6. *Takes note* of the exception to Staff Rule 24(4) made by the Secretary-General;
7. *Approves* the proposed amendments to Staff Rules 13(2) and 13(9);
8. *Encourages* Member States to send concrete proposals to the Organization for the financing of Junior Professional Officers; and
9. *Encourages* Member States to send to the Organization, Officials on Loan, especially in view of the rising demands of the Organization with its limited resources and to ensure additional human resources for the Regional Office for the Middle East in Riyadh, Kingdom of Saudi Arabia.

¹This is a draft decision. For the final decision adopted by the Council, please refer to the Decisions document issued at the end of the session.

I. Reporting on the human resources situation of the Organization

1. This document contains updated information on the human resources situation of the Organization as of 1 September 2022. As in previous reports on human resources, it provides updated personnel statistics and information on human resources matters.

II. Budget authority and organizational structure

2. The introduction of management changes communicated by the Secretary-General in his report on the Management Vision and Priorities (document [CE/108/5\(b\) rev.1](#)) and further initiatives and activities announced in the Statement of Policy and Management submitted to the 113th session of the Executive Council (document [CE/113/4](#)), continues to be undertaken with the approved resources and number of staff positions, which remain at 106, while maintaining the possibility to allow financing of additional posts using extra-budgetary funds.

Breakdown of actual personnel data

3. Information on the number of staff and their distribution by grade, gender, nationality and age as of 1 September 2022, is contained in Tables 1, 2, 3 and 4 below. As in previous reports to the Executive Council, the relevant breakdown has been made by category of staff within the UN common system: Professional category and above (with grades ranging from P.1 to ASG) and General Service category (with grades ranging from G.1 to G.7) and as indicated in the Organization's Programme of Work and Budget.

Table 1(a): Staff distribution by grade and gender as of 1 September 2022

Grade	P.1	P.2	P.3	P.4	P.5	Above	Total
Female	9	2	4	7	5	1	28
Male	1	4	7	8	3	2	25
Subtotal	10	6	11	15	8	3	53
Grade	G.2	G.3	G.4	G.5	G.6	G.7	Total
Female	0	1	4	1	12	6	24
Male	1	2	0	4	4	2	13
Subtotal	1	3	4	5	16	8	37

Table 1(b): Staff distribution by grade as of 1 September 2022

Grade	P.1	P.2	P.3	P.4	P.5	Above	Total
Subtotal	10	6	11	15	8	3	53
Grade	G.2	G.3	G.4	G.5	G.6	G.7	Total
Subtotal	1	3	4	5	16	8	37

Table 2: Staff distribution by category and gender as of 1 September 2022

Gender	P and Above	GS Category	Total
Female	28	24	52
Male	25	13	38
Total	53	37	90

Table 3: Staff distribution by category and nationality (including SG and ED positions) as of 1 September 2022

Country	GS	P and above	Country	GS	P and above
Algeria	1	1	Morocco	1	1
Argentina		2	Netherlands		2
Austria	1	1	Nicaragua	1	
Bosnia and Herzegovina	1		Niger		1
Cambodia		1	Peru		1
Canada		1	Portugal	2	1
China		1	Republic of Korea		2
Colombia		1	Republic of Moldova	1	
Dominican Republic		1	Romania		1
France		6	Russian Federation		1
Georgia		3	Saudi Arabia		1
Germany	1	2	Seychelles		2
Ghana	1		Spain	20	12
Hungary		1	Switzerland	1	
Indonesia	1		United Kingdom		1
Italy	2	4	United States of America	1	
Lebanon		1	Uruguay		1
Lithuania	1		Uzbekistan	1	
			Total number per category of staff	37	53
			Total number of staff	90	

4. Thirty-six (36) nationalities are currently represented in the Secretariat's staff. It is important to reiterate the Organization's commitment to recruiting staff from as wide a geographical basis as possible, while maintaining the highest standards of competence, efficiency and integrity, and taking into account the limited number of staff positions.
5. Women represent 58.8% of the staff and men represent 42.2%, with the indication that this representation varies across categories.

Table 4: Staff distribution by age and category as of 1 September 2022

Age	GS Category	P and Above	Total
30 to 39	4	13	17
40 to 49	18	19	37
50 to 54	6	10	16
55 to 59	6	5	11
60	0	1	1
61	0	1	1
62 or more	3	2	5
Total	37	51	88

6. Staff members holding a managerial fixed-term appointment and the Secretary-General are not included in Table 4 above.
7. As previously presented in the Human Resources report to the 103rd Executive Council, a new scheme was implemented on 1 January 2016 for personnel not subject to the UNWTO Staff Regulations and Rules. The scheme was developed pursuant to recommendations of the JIU report on the "Use of non-staff personnel and related contractual modalities in the United Nations System Organization" [JIU/REP/2014/8](#). The Executive Council is presented, in Tables 5 and 6 below, with information on the number of Service Contract holders, who are part of this scheme, and their distribution by gender, nationality and age, as of 1 September 2022.

Table 5: Service Contract holders' distribution by nationality and gender as of 1 September 2022

Country	Female	Male	Country	Female	Male
Azerbaijan		1	Japan		1
Belarus	1		Kenya	1	1
Belgium		1	Lebanon	3	
Bosnia and Herzegovina		1	Malaysia	1	
Canada	1		Mexico		1
Chile		1	Niger		1
China		1	North Macedonia	1	
Colombia		2	Philippines	3	
Ecuador	1		Portugal	2	
Egypt	3	3	Romania	2	
Ethiopia	1		Slovenia	2	
France	2		Spain	20	10
Georgia	1	1	Syrian Arab Republic	1	
Greece		1	Tajikistan		1
India	1		United Kingdom	2	2
Indonesia	1		Uruguay	1	
Iran, Islamic Republic of	1		Uzbekistan		1
Ireland	1		Venezuela		1
Italy	2	3			
Total				55	34
Total number of Service Contract holders				89	

Table 6: Service Contract holders' distribution by age as of 1 September 2022

Age	SC Holder
29 or less	18
30 to 39	45
40 to 49	24
50 to 54	2
55 to 59	0
60 to 61	0
62 or more	0
Total	89

III. Human resources matters

8. Since its previous report on human resources matters, several developments have taken place as indicated below.

Decisions of the Secretary-General

9. The Secretary-General decided to appoint Mr. Gustavo Santos (Argentina) to the post of Director, Regional Department for the Americas, P.5. This nomination is in view of Mr. Santos' extensive knowledge and experience in the region and its activities and the urgent need to fill the position to foster the activities of the Americas region. Consequently, an exception to Staff Rule 24(4) was made by the Secretary-General in accordance with Staff Rule 33 (1) (c) to allow for the appointment of Mr. Santos beyond the mandatory age of retirement.

Management of the UNWTO workforce following the COVID-19 pandemic

10. As announced to the Executive Council at its 112th session, in view of the COVID-19 pandemic members of personnel were recommended to work from home since March 2020, in line with recommendations from the Host Government and the practices of other UN-system Organizations. A broad range of support was provided to personnel for remote work. Given the gradual decline of infection rates, a hybrid return to the UNWTO premises continues to be carried out, whilst safeguarding the health and well-being of all personnel.

Selection processes

11. Following the issuance of vacancy announcements, the following positions have been filled:

Vacancy reference	Post title, grade and department	Name of incumbent and nationality	Duty station
UNWTO/HHRR/VAC/40/ICTC/2021	Senior Assistant, G.7, Information and Communication Technologies	Mr. Fernando Agüera (Spain)	Madrid (Spain)
UNWTO/HHRR/VAC/39/IEID/2021	Programme Coordinator, P.4, Innovation, Education and Investments Department	Mr. Luis Nicolás Barrios (Spain)	Riyadh (Kingdom of Saudi Arabia)
UNWTO/HHRR/VAC/38/TMIC/2021	Programme Coordinator, P.4, Tourism Market Intelligence and Competitiveness	Mr. Antonio López de Ávila (Spain)	Riyadh (Kingdom of Saudi Arabia)
UNWTO/HHRR/VAC/43/BDFN/2021	Senior Assistant, G.7, Budget and Finance	Ms. Olaia Landeta (Spain)	Madrid (Spain)

12. Following the issuance of vacancy announcements, the recruitment and selection process for the following posts is currently being undertaken. The outcome of the selection processes will be communicated in a subsequent human resources report:

(a) Director, External Relations, P.5, Office of the Secretary-General (UNWTO/HHRR/VAC/06/OFSG/2022), Madrid, Spain;

(b) Manager, P.3, Information and Communication Technologies Department (UNWTO/HHRR/VAC/21/ICTC/2019), Madrid, Spain;

(c) Programme Officer, P.2, Innovation, Education and Investments (UNWTO/HHRR/VAC/29/IEID/2021), Madrid, Spain;

(d) Legal Officer, P.2, Office of the Legal Counsel (UNWTO/HHRR/VAC/02/LGCO/2022), Madrid, Spain; and

(e) Programme Officer, P.2, Innovation, Education and Investments (UNWTO/HHRR/VAC/05/IEID/2022), Riyadh, Kingdom of Saudi Arabia.

Internal administrative processes and HR tools

13. As announced in previous human resources reports, the efficiency of internal processes is being improved through the implementation of an IT system, allowing the Organization to increase customer-service efficiency and client-responsiveness, as well as data-driven solutions, contributing to a more sustainable approach in line with the UN Sustainable Development Goals. The system is expected to be fully implemented at the end of 2022.

Gender, diversity and inclusion

14. The Organization continues to implement the framework of the *United Nations systems-wide action plan for mainstreaming gender equality and the empowerment of women (UN-SWAP)*. The UN-SWAP is an accountability mechanism that was approved by the UN system Chief Executives Board for Coordination (CEB).
15. The Organization also participates, since 2021, in the UN system-wide dashboard on gender parity, as part of its efforts to ensure transparency across the Organization and the UN system.

Results of the ICSC cost-of-living survey

16. As announced to the Executive Council at its 116th session, at the end of 2021 a place-to-place survey was conducted by the International Civil Service Commission (ICSC) for the purpose of determining the post adjustment and evaluating expenditure patterns and other characteristics of the household of staff in the Professional and higher categories, in comparison with the cost-of-living in New York. Said survey is conducted every five years at headquarter' duty stations.
17. The results of the cost-of-living survey were approved by the ICSC, at its 94th session, for implementation with effect from 1 August 2022. It is important to note that all aspects of the survey process were conducted in a completely transparent manner, and representatives of Organizations and Staff Federations collaborated with the ICSC at every stage.
18. The outcome of the survey was released for Madrid and resulted in a positive change in net remuneration and net-take home pay of 4.8% and 5.6%, respectively.
19. In August 2022, the comparison was also made between the multiplier derived from the 2021 cost-of-living survey for Geneva, where UNWTO has an office, which was 77.6, and the prevailing August 2022 multiplier, which was 73.6. Since the former was higher, in accordance with the established operational rules for the implementation of benchmark survey results for group I duty stations, the new multiplier for Geneva was set at 77.6. This means that the 2021 cost-of-living survey resulted in a real increase in net remuneration of about 2.3%, in US dollars, for Geneva, compared to what the net remuneration would have been if the survey result had not been implemented.
20. The revised salaries were implemented by the Organization in August-September 2022.

Amendments to the Staff Regulations and Rules

21. In conformity with Regulation 33(b) of the UNWTO Staff Regulations, "[t]he Staff Rules may be supplemented or amended by the Executive Council on the proposal of the Secretary-General provided that the amendments are compatible with the Staff Regulations".
22. For the 117th session, the Secretary-General proposes several amendments to the Staff Rules.

Staff Rule 13(2) – Installation grant

23. Currently, an installation grant is paid when a staff member travels at the Organization's expense on recruitment or transfer to another duty station for a period of service expected to be of at least one year. The grant is intended to cover additional costs of taking up residence at the new duty station. To align the Organization's policies with those of other UN-system organizations and the compensation package, the installation grant is replaced by a new settling-in grant equivalent to thirty days of local daily subsistence allowance for staff, and fifteen days for each accompanying eligible family member, and a lump-sum amount equivalent to one month of net base salary plus applicable post adjustment.

Staff Rule 13(9) – Special post allowance

24. Staff members who are called upon to assume the full duties and responsibilities of a post at a clearly recognizable higher level than their own, may be granted a non-pensionable special post allowance as from the beginning of the seventh month of service at the higher level. To further align practices with other United Nations organization, it is proposed to reduce this period of eligibility for the payment of the special post allowance to four months instead of seven.

Current text	Proposed new text
Rule 13 (2) Installation grant	Rule 13 (2) Settling-in grant
<p>(a) An official shall be entitled to an installation grant when his initial travel expenses to his duty station for an assignment for at least one year are payable by the Organization in accordance with Rule 21(1). An installation grant is also payable in respect of each member of this official's family who joins him at the duty station, at the expense of the Organization, for not less than six months.</p> <p>(b) The amount of the grant shall be based on the rate of the daily subsistence allowance applicable at the duty station on the day of the arrival of the official or of a member of the official's family. It shall be equivalent of thirty days:</p> <p>(i) at the full rate for the official; (ii) at half the rate for each member of his family.</p> <p>(c) The installation grant shall be payable in the currency of the duty station.</p> <p>(d) If an official to whom an installation grant is paid under the present rule is separated from the Organization upon his own initiative before completion of at least one year of service at the duty station for which the grant is paid, the Secretary-General may require him to reimburse all or part of the grant.</p> <p>(e) If a member of the official's family remains at the duty station less than six months, any installation grant paid in his respect shall be deducted from the official's emolument except if the Secretary-General has authorized his departure or considers that there is exceptional justification thereof.</p>	<p>(a) An official shall be entitled to an installation grant a settling-in grant when his initial travel expenses to his duty station for an assignment or appointment for at least one year are payable by the Organization in accordance with Rule 21(1). The settling-in grant is intended to provide an official with a reasonable amount at the beginning of an assignment for costs incurred as a result of the appointment or assignment. An installation grant is also payable in respect of each member of this official's family who joins him at the duty station, at the expense of the Organization, for not less than six months.</p> <p>(b) The amount of the grant shall be based on the rate of the daily subsistence allowance applicable at the duty station on the day of the arrival of the official or of a member of the official's family. It shall be equivalent of thirty days:</p> <p>(i) at the full rate for the official; (ii) at half the rate for each member of his family.</p> <p>(b) The settling-in grant consists of two portions:</p> <p>(i) The daily subsistence allowance, which shall be equivalent to:</p> <ul style="list-style-type: none"> - Thirty days of daily subsistence allowance at the daily rate applicable at the duty station on the day of arrival of the official; and - Thirty days of daily subsistence allowance at half the daily rate in

	<p>respect of each accompanying eligible family member who joins him at the duty station for whom travel expenses have been paid by the Organization under Rule 21(2).</p> <p>(ii) The lump-sum portion, which is calculated on the basis of one month of the official's net base salary and, where appropriate, post adjustment at the duty station of assignment.</p> <p>(c) The installation grant daily subsistence allowance portion of the settling-in grant under (b)(i) shall be payable in the currency of the duty station; the lump sum under (b)(ii) above is payable in convertible currency.</p> <p>(d) If an official to whom an installation grant settling-in grant is paid under the present rule is separated from the Organization upon his own initiative before completion of at least one year of service at the duty station for which the grant is paid, the Secretary-General may require him to reimburse all or part of the grant.</p> <p>(e) If a member of the official's family remains at the duty station less than six months, any installation grant settling-in grant paid in his respect shall be deducted from the official's emolument except if the Secretary-General has authorized his departure or considers that there is exceptional justification thereof.</p> <p>(f) When a change of duty station or new appointment involves a return to a place at which the official was previously stationed, the full amount of the settling-in grant shall be payable only when the official has been absent from that place for at least a year. In the case of a shorter absence, the amount payable shall normally be that proportion of the full grant that the completed months of absence bear to one year.</p>
<p align="center">Rule 13 (9) Special post allowance</p>	<p align="center">Rule 13 (9) Special post allowance</p>
<p>(a) Officials shall be expected to assume temporarily, as a normal part of their customary work and without extra compensation, the duties and responsibilities of posts graded at a higher level than their own in the Organization's budget.</p> <p>(b) Without prejudice to the principle that promotion under Rule 14 (9) shall be the normal means of recognizing increased responsibilities and demonstrated ability, an official who is called upon to assume the full duties and responsibilities of a post at a clearly recognizable higher level than his own for a temporary period exceeding six months may, in exceptional cases, be granted a non-</p>	<p>(a) Officials shall be expected to assume temporarily, as a normal part of their customary work and without extra compensation, the duties and responsibilities of posts graded at a higher level than their own in the Organization's budget.</p> <p>(b) Without prejudice to the principle that promotion under Rule 14 (9) shall be the normal means of recognizing increased responsibilities and demonstrated ability, an official who is called upon to assume the full duties and responsibilities of a post at a clearly recognizable higher level than his own for a temporary period exceeding three months may, in exceptional cases, be granted a non-</p>

<p>pensionable special post allowance from the beginning of the seventh month of service at the higher level.</p> <p>(c) The amount of the special post allowance shall be equivalent to the salary increase (including post adjustment and dependency allowances, if any) which the official would have received had he been promoted to the level of the post in which he is serving.</p>	<p>pensionable special post allowance from the beginning of the seventh fourth month of service at the higher level.</p> <p>(c) The amount of the special post allowance shall be equivalent to the salary increase (including post adjustment and dependency allowances, if any) which the official would have received had he been promoted to the level of the post in which he is serving.</p>
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Health and well-being

25. As announced in the Human Resources report to the 116th session of the Executive Council, following the COVID-19 pandemic, the Organization implemented in July 2022 the function of the Staff Counsellor, aimed at providing psychosocial services to UNWTO personnel, and train them in tools adapted to their needs to positively cope with stress. The Organization will offer further trainings to continue to safeguard the health and well-being of its personnel.
26. As in previous years, the Organization intends to participate in the UN system-wide initiative of “*UN World Mental Health Month*”, providing dedicated information and resources on health and well-being topics.

Participation in UN initiatives and activities

27. The Organization has participated in various UN system-wide reviews and projects related to mental health, racism and racial discrimination, flexible working arrangements, accountability frameworks, sustainability of health insurance schemes, sick leave and psychosocial support.

Policies

28. To ensure continued alignment of policies with other UN common-system organizations whilst also ensuring the efficient administration of resources, several policies are being developed or revised, mainly in the areas of recruitment and selection, learning and development, flexible working arrangements, parental leave and contractual mechanisms for personnel other than staff members. The Organization is also finalizing its policies in the areas of sexual harassment and sexual exploitation and abuse, and will develop guidelines to establish a gender policy.

Officials on Loan

29. In 2022, there has been an increasing interest among Member States in the Organization's capacity-building option, whereby tourism experts and officials may be sent by a Member State, on a non-reimbursable basis, to participate in the activities of the Secretariat for a set period of time. This arrangement is formally being done through a Memorandum of Understanding. Member States are particularly encouraged to avail of this option, especially in view of ensuring additional human resources for the newly established UNWTO Regional Office for the Middle East in Riyadh, Kingdom of Saudi Arabia.

Junior Professional Officers

30. The UNWTO concluded with the UNDP an Agreement concerning the management of the UN-wide Junior Professional Officer programme. Interested Member States may place their young professionals at UNWTO for 1-3 years by financing the post through this framework agreement.
