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(a) Financial situation and plan of expenditure for 2011

Addendum 3

Update on the Structure and Human Resources situation of the Organization as of 1 June 2011

1. Reporting on HR

Executive Council document CE/89/7 on the White Paper for the UNWTO stated that “*the overall aim [of the reform] is to convert UNWTO into a dynamic, responsive, efficient, relevant, accountable and transparent Organization, fully owned by its Members.*” Specifically in relation to the human resources structure and organization, the White Paper, in its point 15, says: “*Staff vacancies and grading of new positions are being carefully reviewed due to their long term implications on resources. Staff cost control is essential to meet the goal of zero budget growth in nominal terms. Optimizing use of resources liberated following departing staff is being strictly enforced. The target is to balance the proportion of staff costs to the benefit of increasing the non-staff amount in the budget of the Organization.*”

In addition, the Secretariat is frequently approached by some of its Members seeking further clarifications and/ or additional information on organizational and staff matters. In providing such information, the Organization has to take into account the request and the need for transparency as well as the expected protection of the personal data of its staff.

In order, to provide its Members with information related to the staff of the Secretariat, whilst ensuring appropriate data protection of its employees, the Report of the Secretary-General to the Executive Council will from now contain information on the Structure of the Secretariat and the situation of the Human Resources of the Organization.

Since this will constitute an integral part of the report, comments from the Members regarding the contents and well as the outline and layout of this information are welcome.

2. Budget Authority and Organizational Structure

General Assembly document A/18/15 on the programme of work and budget of the Organization for the period 2010/2011, as revised in document CE/90/6(a) (item on revised budget 2010-2011) outlines the number, categories and distribution of staff positions. Accordingly, there are 106 approved staff positions, of which 48 are at the P-level (Professional category and above) and 58 at

the GS-level (General Service category). Distribution by programme is also provided in that document (see table on revised appropriations 2010/ 2011 in accordance with the new structure).

In accordance with approved budget authority and as anticipated in the White Paper, the Secretary-General established a Senior Management Team (SMT) to assist him in the management of the Organization. In addition to the Secretary-General, the SMT is composed of three Executive Directors (Member Relations and Services, Programme and Coordination, External Relations and Partnerships), the Director of Administration and the Chief of Cabinet. Each SMT member is responsible for the management and daily supervision of a number of programmes. The table below shows the structure of the posts assigned to each Programme, as of 1 June 2011. This table may be updated on the basis of decisions taken on the recommendations of by the consultant on job definition, grading, and structure.

Table 1: Structure of Posts by Programme

<u>Programme Title</u>	<u>Post Title</u>	<u>Number of Posts</u>	<u>Reporting to</u>
<u>MANAGEMENT</u>			
	Secretary-General	1	
Office of the Secretary-General	Chief of Cabinet	1	SG
	Principal Protocol Officer	1	
	Programme Assistant	2	
	Principal Driver	1	
Programme and Coordination	Executive Director (ED/DPC)	1	
	Senior Programme Assistant	1	
External Relations and Partnerships	Executive Director (ED/ERP)	1	
	Senior Programme Assistant	1	
Member Relations and Services	Executive Director (ED/MRS)	1	
	Senior Programme Assistant	1	
Administration and Finance	Director (DAF)	1	
	Senior Programme Assistant	1	
<u>REGIONAL PROGRAMMES</u>			
Regional Programme - Africa	Regional Director	1	ED/MRS
	Deputy Regional Director	1	
	Senior / Programme Assistants	2	
Regional Programme - Americas	Regional Director	1	ED/MRS
	Deputy Regional Director	1	
	Senior / Programme Assistants	2	
Regional Programme - Asia / Pacific	Regional Director	1	ED/MRS
	Deputy Regional Director	1	
	Senior / Programme Assistants	2	
Regional Programme - Europe	Regional Director	1	ED/MRS
	Deputy Regional Director	1	
	Senior / Programme Assistants	2	
Regional Programme - Middle East	Regional Director	1	ED/MRS
	Senior / Programme Assistants	2	
<u>OPERATIONAL PROGRAMMES</u>			
Sustainable Development of Tourism	Programme Director	1	SG
	Programme Officer	2	

	Senior Programme Assistant	1	
Technical Cooperation & Services	Programme Director	1	ED/DPC
	Programme Manager	1	
	Senior / Programme Assistants	4	
Statistics & Tourism Satellite Account	Programme Director	1	ED/ERP
	Programme Officer	1	
	Senior / Programme Assistants	3	
Affiliate Members	[Programme Director]		ED/ERP
	Senior / Programme Assistants	2	
Communications	Programme Manager	1	SG
	Principal Media Officer	1	
	Senior / Programme Assistants	2	
Tourism Trends & Marketing Strategies	Programme Manager	1	ED/ERP
	Programme Officer	1	
	Senior Programme Assistant	2	
Risk & Crisis Management	Programme Manager	1	ED/ERP
Institutional and Corporate Relations	Programme Manager	1	ED/ERP
Destination Management	Programme Manager	1	ED/PC
	Programme Assistant	1	
Information Resources & Archives	Programme Manager	1	ED/PC
	Senior / Programme Assistants	3	
Ethics & Social Dimension of Tourism	Programme Manager	1	ED/MRS
	Programme Assistant	1	
Thémis Foundation	Programme Assistant	1	SG
<u>SUPPORT PROGRAMMES – DIRECT TO MEMBERS</u>			
Programme and Coordination	Programme Manager	1	ED/PC
	Programme Officer	1	
Languages, Meetings and Documents	Programme Chief	1	ED/MRS
	Programme Manager and Translator/Arabic	1	
	Translators	4	
	Senior / Programme Assistant	2	
Publications and e-Library	Programme Assistant	1	ED/PC
Fairs	Programme Manager	1	ED/MRS
	Programme Assistant	1	
<u>SUPPORT PROGRAMMES – INDIRECT TO MEMBERS</u>			
Budget & Finance	Programme Manager	2	DAF
	Senior / Programme Assistant	2	
Travel	Programme Officer	1	DAF
	Programme Assistant	1	
Human Resources	Programme Chief	1	DAF
	Senior Programme Assistant	2	
Legal & Procurement	Programme Officer	1	DAF
Information & Communication Technologies	Programme Chief	1	DAF
	Programme Officer	1	
	Senior / Programme Assistants	3	
Purchases, Premises & Security	Senior / Programme Assistants	9	DAF

Type, grade and number of posts within each programme, and main reporting lines correspond to the revised 2010-2011 budget and are in accordance with the White Paper. Post titles will be further standardized following updates in the Secretariat structure on the basis of recommendations from an independent professional consultant whose expertise on job definitions, grading and structure has been sought.

3. Actual staffing

The structure in table 1 corresponds to the authorized 106 positions. However, not all posts are occupied. Filling of vacancies, when a decision has been taken in this regard, will be done through a competition, as indicated in CE/90/6(a).

Information on the actual number of staff members, and distribution by grade, gender, nationality and age, as of 1 June 2011, is contained in tables 2, 3, 4 and 5 below:

Table 2: Staff Distribution by grade (1 June 2011)

Grade	P.1	P.2	P.3	P.4	P.5	Above P5
Number	2	10	12	8	8	4
Grade	G.2	G.3	G.4	G.5	G.6	G.7
Number	3	7	15	17	10	0

Table 3: Staff Distribution by category and gender (1 June 2011)

	P category and above	GS	Total
Female	18	34	52
Male	26	18	44
Total	44	52	96

Table 4: Staff Distribution by nationality and category (1 June 2011)

Country	P and above	GS
Algeria	0	1
Argentina	1	1
Austria	1	0
Bosnia and Herzegovina	0	1
Brazil	1	0
Cambodia	1	0
Cameroon	0	1
Canada	1	0
China	1	1
Dominican Republic	0	1
Egypt	1	0
France	5	3
Germany	1	1
Ghana	0	1
Haiti	1	1
Hungary	1	0
India	1	0
Italy	3	0
Jordan	1	0
Lebanon	1	1
Mexico	1	1
Morocco	0	1
Mozambique	1	0
Netherlands	3	0
Nicaragua	0	1
Peru	1	0
Philippines	1	0
Portugal	1	0
Republic of Korea	1	1
Republic of Moldova	0	1
Russian Federation	1	1
Senegal	1	0
Seychelles	1	0
Spain	7	29
Switzerland	0	1
Turkey	1	0
Ukraine	1	0
United Kingdom	1	0
United States of America	0	1
Uruguay	0	1
Uzbekistan	0	1

Country	P and above	GS
Venezuela	1	0
Total	44	52

Although the Organization does not have a geographical quota, it does bear in mind the need to recruit staff from as wide a geographical basis as possible. Forty-two nationalities are represented by in the UNWTO Secretariat.

Table 5: Staff Distribution by age and category (1 June 2011)

Age (group)	Professional and above	General Service	Total
29 or less	1	1	2
30 to 39	6	20	26
40 to 49	11	10	21
50 to 54	8	9	17
55 to 59	12	10	22
60	1	1	2
61	1	1	2
62 or more	0	0	0
Total	40	52	92

The above table does not include officials who are under a managerial fixed-term appointment with a term of office until 31.12.2013 (Secretary-General and three Executive Directors).

In accordance to UNWTO Staff regulations and United Nations Joint Staff Pension Fund provisions, early retirement could be made from age 55 onwards. The Organization's age of retirement is 62 (Staff Rule 24.4), unless specific waiver is provided by the Secretary-General.

As of 1 June, 10 posts from table 1 are vacant, as follows:

Table 6: Positions vacant as of 1 June 2011

Programme title	Post title	Status of vacancy
Regional Programme Europe	Regional Director	n.a.
Statistics and Tourism Satellite Account	Programme Director	n.a.
Sustainable Development of Tourism	Programme Officer	n.a.
Regional Programme Africa	Senior Programme Assistant	n.a.
Regional Programme Americas	Senior Programme Assistant	n.a.
Regional Programme Middle East	Senior Programme Assistant	n.a.
Communications	Senior / Programme Assistant	n.a.

Programme title	Post title	Status of vacancy
Thémis	Senior / Programme Assistant	n.a.
Internal Services	Senior / Programme Assistant	n.a.
Tourism Market Trends and Marketing Strategies	Programme Officer	Deadline closed. Ongoing screening of applications. UNWTO/PERS/VAC/01/2011

It is noted that in accordance with CE/90/6(a) on the draft programme of work and budget for 2012-2013, maintaining the Zero Nominal Growth policy for the Organization and proposed budgeted expenses by programme requires that some 10 per cent of the positions in the structure remain vacant at any point in time. It is further noted that positions left vacant through retirement of staff enable the Secretary General to review and optimize programme structures, providing some flexibility to adequate resources to emerging needs. Consequently, it may be expected that no recruitment action will be made in the near future on some of the vacancies listed above.

4. Staff matters

Main developments in staff matters include:

- Consolidation of the procedure to recruit staff following an open external competition through the publication of vacancy announcements and of the role of UNWTO's Appointment and Promotion Board in ensuring compliance with competitive selection procedures and in the review and assessment of applications;
- Enhancement of the annual staff performance appraisal system on the basis of the findings and recommendations of a working group set up to review corresponding formats and circuits;
- Review of staff posts and their level. Following the proposals of an internal working group on this issue, the Secretary General appointed an external consultant with specific expertise in job definitions and levels in line with UN standards. The consultant's Executive Summary is attached and table 1 of this document will be reviewed in line with decisions taken on these recommendations. The revised table will be submitted to the Executive Council at its next session;
- Place-to-place survey conducted by the UNWTO under ICSC's guidance. This survey is a quinquennial exercise conducted by ICSC in all UN-Headquarters location to determine the post multiplier of P-level staff;
- Technology training broadly provided to staff to maintain its proficiency on ICT matters. In particular, this training targeted the migration recently completed by the Secretariat to Windows 7 and MS Office 2010.

5. Proposed Update of Staff Rules

The Secretariat also intends to proceed further with the alignment of its Staff Regulations and Rules, as approved by the Executive Council at the time of the Organization's entry into the United Nations Common System. For example, ICSC norms in regard to the application of international status to P staff members, is not properly reflected in UNWTO Staff Rules.

In this regard, the Secretary-General wishes to inform the Executive Council that the Secretariat will continue to review its Staff Rules to attain harmonization of its rules and practices with those of the UN Common System. Modifications to the Organization's Staff Rules will be referred to the Executive Council in conformity with Staff Regulation 1 (Purpose).

ANNEX

WORLD TOURISM ORGANIZATION

Executive Summary

Introduction

1. The Review of the Generic Job Profiles of the United Nations World Tourism Organization (UNWTO) was conducted by consultant, Patricia Suarez, under the direction of Ms. Carmen Molina, HR Chief during the period March through May 2011. This review was recommended by the Secretary General, UNWTO, and the Working Group on Generic Post Description in its report of 22 October 2010.

Terms of Reference

2. The Terms of Reference of the review established as its main assignment to review the existing generic post descriptions (P and GS posts) in line with the new organizational structure of the Secretariat introduced in March 2010 by carrying out the following main activities:
 - a) Review of the current grade level descriptors in line with the new organizational structure of the Secretariat and, as needed, editing the descriptions;
 - b) Confirmation of the profile and grades level attached to each generic post (descriptor) and its compliance with the ICSC standards (newly introduced standards), including proposal on titles (operational and generic);
 - c) Definition of the eligibility criteria that would apply for any upward move in the same post;
 - d) Propose procedures and periodicity on how to carry out the above (Note: promotion requests are referred to the Appointment and Promotion Board), and
 - e) Recommend "good practices" in this regard.
3. The Terms of Reference for the Review are provided in Annex 1 to this report.

Methodology and Approach

4. In preparation for the review, background material on the reorganization, the report and all background information and the final report for the 2004 full Classification Review were provided. At the start of the review, on March 4, 2011 the consultant visited the UNWTO Headquarters' office in Madrid and received additional information including the Circular NS/708 that informed staff of the developments on the reorganization resulting from the senior staff meeting held on 2 March 2010, the Final Report of the Working Group on Generic Post Description, and the Memorandum on the Budget 2012-2013: Estimation of Staff Costs. The consultant also had the opportunity to meet with the Secretary General, The Head of the Staff Association, The Director of Administration and Finance and the Human Resources Chief.
5. Following these meeting the consultant reviewed the materials, had several phone calls and email exchanges with the HR Chief, produced a draft format for the GJPs, and resolved a number of issues regarding the review. The consultant also consulted with HR staff in several organizations

with the objective of receiving information on the practices in their organizations for criteria, policies, procedures and practices for upward mobility in their organizations.

6. On April 28 a teleconference was held with the consultant, the Secretary General, the Director, Administration and Finance, and the Chief, HR, to discuss in detail the first two points of the Terms of Reference. A very good discussion ensued and this report now reflects the decisions made in the conference, along with other comments received after this conference call. The report is now expanded to include findings and recommendations on the entire TOR and should now be considered the final report.

Findings and Recommendations

7. Based on the Terms of Reference the following findings and recommendations are presented.
 - a) *Review of the current grade level descriptions in line with the new organizational structure of the secretariat and, as needed, edit the descriptions and*
 - b) *Confirm the profile and grades level attached to each generic post (descriptor) and its compliance with the ICSC standards (newly introduced standards), including proposal on titles (operational and generic).*
8. The consultant reviewed Working Group's report and the analyses it carried out for both the P and the GS posts. It appears that the work was well done and will be a valuable tool when looking at factors that should be considered in evaluating new posts and/or reassignments and promotions. It also provides a UNWTO "stamp" on the ICSC classification standards for both groups of staff. The work conforms to the new organizational structure.
9. The consultant agrees with the Working Group that generic titles should be used for both P and GS posts within the organization for internal purposes and **recommends that Descriptors be used with the generic title for public and external use**. Thus a Programme Officer may carry a descriptor – Programme Officer – Risk and Crisis Management, Programme Coordinator – Asia and Pacific, or Program Assistant – Budget and Finance.
10. The consultant did not edit any of the descriptors. Instead an analysis was done of the Generic Job Profile format used by UNWTO and compared it to that of several other international organizations – the United Nations (UN), the World Food Programme (WFP), the International Atomic Energy Agency (IAEA) and the ICSC Benchmarks. Based on the analyses the consultant recommended that the GJP format be used for both Professional and General Services staff, and that the format be rearranged to include sections that are more in line with the other organizations. Annex II is a Comparator Matrix that shows how the UNWTO's format compares with other organizations as well as with the ICSC standard benchmarks for GS staff.
11. The modified format was then reviewed by the HR Chief and accepted as the new format for both the Professional and General Services jobs. The Consultant then proceeded to redevelop the Generic Job Profiles in the new format. The Package of GJPs is attached as Annex III and includes:
 - Programme Director P5, D1
 - Programme Coordinator P3, P4
 - Programme Officer P1, P2
 - Senior Programme Assistant, GS6, GS7
 - Programme Assistant GS4, GS5
 - Office Assistant GS2, GS3

12. It was agreed that the **Translation Service jobs would be separate and have titles common to those within the UN system**, and they would be required to meet the standards for UN translator jobs, which is the current practice. These GJPs form part of Annex III.
13. The purpose of having dual grades is to show the possibility of movement from one grade to the next. The “Accountability section provides a mixed sampling of tasks at both levels while the “Results Expected”, “Work Relationships”, “Experience”, and “Competencies” are defined by grade. This provides a distinction at each grade and shows the minimum requirement for the job at each grade level. Managers (Officials responsible for a programme) will be able to look at the work of the programme, determine the level of responsibility needed to carry out that work and then determine the staffing needs for the programme. Staff will be able to see the jobs of the programme and how their individual job fits into the overall work plan.
14. The Director GJP has a D-1 added to it so that it may be possible, that the Director could, in the future, and in some specific cases, be graded at D-1. More complex programmes, with multiple activities and functions may develop, and for that a D-1 may be warranted. Again it is the work programme that will define and determine what grade level is warranted.
15. There is no GJP developed for a Programme Chief or Manager. The Consultant could find no rationale for having either a Programme Manager or a Programme Chief. Units are small; most consist of 2-3 staff and perhaps a couple of consultants or collaborators. The management factor is more for the programme than for the staff. With such small programmes it was considered unnecessary to have Executive Directors and Directors and then two additional management positions. After a very detailed discussion with the SG, Director Administration and Finance, and Programme Chief, HR, it was decided that for those who primarily manage a programme, with small groups of staff, the title Programme Chief and Manager be eliminated and the title Programme Coordinator be used for posts at grades P3 and P4. Programme Officer would be used for grades P1 and P2.
16. A new grade level has been added to the Senior Programme Assistant profile as there may be some jobs for which a GS7 would be appropriate. The criteria for this level would, as with all jobs, be defined and determined by the work of the programme.
17. While titling is unique to each organization, the title Senior is usually reserved for the most senior staff in whatever category they may work. In UNWTO the majority of General Services staff have the title “Senior”. In the Annex to the Circular NS/708, 36 Programme Assistants have the title of senior out of a total of 58 General Service positions. In most organizations the title senior is reserved for those at grades GS6 and GS7. A more normal grouping would be to have the Programme Assistants at G4 and G5 and the Seniors at GS6 and GS7. Currently there are 19 staff at GS5 and 15 at GS4. For professional growth, discussed later in this Report, it would be better to have growth from GS4 to GS5, then organization –wide competition, for those jobs at GS6. Organization-wide competition for those at GS7 would also be advised since at that level a more competitive criterion should be established.
18. **It is recommended that the GS5 level jobs not carry the title “Senior”. This would be in line with most UN organizations. The change could be done by attrition for those staff that currently carry the title “senior” or explained to the staff as an adjustment to meet the titling used throughout the UN system.**
19. All GJPs are submitted in draft for and **it is recommended that all the GJPs be reviewed for comments/ additions and changes so that they can be finalized and used for future staffing exercises.**

20. The grades proposed for each of the GJPs are in line with those in other organizations vis a vis the ICSC standards. However, in reviewing the titles and the grades of staff in the UNWTO it is apparent that the grades are not always in line with the current titles nor with the proposed new titles, i.e., a Programme Manager may be at P3, P4, or P5. A Senior Programme Assistant may be graded at GS4, GS5 or GS6. A Programme Officer may be a P1, P2, P3 or P4. This is not in line with grades in other UN organizations and needs to be addressed. **If the grades and titles are accepted then it is recommended that titles be adjusted as set out in this report.**
- c) *Define the eligibility criteria that would apply for any upward move in the same post.*
21. UNWTO is a very small organization and the possibility for career advancement and lateral transfers throughout the organization is not readily available. With only one or two positions in each work programme, within the two tiers of staff, there is little chance for advancement unless a person can grow within the job. However, this growth can only be justified if there is work in the Programme that justifies the higher grade, and the person is able to meet the criteria for that work. Additionally, in most cases, there are not multiple jobs throughout the organization where a reassignment would be available.
22. In the Regional programmes, the Professional positions are relatively few and there is often a requirement for knowledge of the region or a language skill which may eliminate some otherwise qualified candidates. In the Operational and Support Programmes, some specialized knowledge is often the criterion for a position. For the GS staff the same is true. This limits the possibilities for lateral transfers as well as promotions to positions outside the current programme of the individuals.
23. Based on the above situation and the limitations it implies, it is recommended that the criteria for professional growth promotions be as follows:¹
- The work programme demonstrates an existing and future business need for the higher graded position:
 - The staff member currently in the position is qualified to carry out the assignment at the higher level;
 - The staff member has a minimum number of years of experience at the previous level as defined in the GJP;
 - The staff member has had positive performance evaluations in the past three years, including at least one outstanding or excellent one;
 - The staff member is in full compliance to Standards of Conduct for International Civil Servants.
- d) *Propose procedures and periodicity on how to carry out upward mobility, i.e., professional growth promotions*
24. Based on information received from other organizations, the following are procedures are recommended for professional growth promotions.
- In agreement with the Secretary General and in coordination with the Chief of Cabinet, the Programme Coordinator, HR should send a memorandum to the Executive Directors with the schedule for the Annual Professional Growth Promotion Review.

¹ This is taken mostly from the Asian Development Bank but is in line with the Inter-American Development Bank and the European Investment Fund. Eligibility criteria have been added based on discussions with UNWTO staff.

- Requests for professional growth promotions should be submitted by the Executive Director for the Programme or the Director, Administration and Finance once a year;
- The direct supervisor of the person for whom the promotion is being submitted should prepare the individual request, together with a copy of the GJP and a brief statement of how this job supports the work of the programme as well as a statement that the staff member meets the criteria, listed above, for the next grade level;
- The Programme Coordinator, HR (currently called the Programme Chief, HR) should review the documentation, ensure that it is complete, and then assemble all the requests into portfolios and distribute them to each of the members of the Promotions Review Board at least ten days before the meeting is to take place. Depending on the number of promotions under review the Programme Coordinator, HR, may suggest that multiple meetings be held.
- In addition to the members of the Appointment and Promotion Board the Executive Director sponsoring the request, along with the immediate supervisor of the staff member should be available to answer any questions, as needed.
- The recommendations of the Board should be recorded and provided to the Secretary General for decision within one week of the meeting.
- If approved, a personal action form with a letter of congratulations should be provided to the staff member shortly thereafter.
- Once finalized these procedures should be available to the staff in a Staff Circular.

e) *Recommend "good practices"*

25. The consultant contacted several international organization that have some form of professional growth promotions and also some that do not. Most are organizations where the consultant had worked or knew people within those organizations. The following are examples of what is currently in practice.²
26. The UN Secretariat does not have "in post" or professional growth promotions. Staff have annual performance appraisals but there is no grade or monetary award associated with it. At one time there was a procedure in place to award outstanding performance, but the consultant has not found any professional growth program. However, jobs may be upgraded if the supervisor fills out a Request for Promotion Form and then submit it to a programme in Human Resources where it will be reviewed by an HR classification person. It might also require a desk audit. This is not a recommended "good practice."
27. The World Food Programme has a form of professional growth promotions for Professional staff. In WFP there is a policy of mobility and a newly recruited staff member must sign a statement that he/she would be available to move between field and headquarter positions periodically.

Staff may be reassigned to sit on a post that is one grade higher or lower. There is no additional compensation for sitting on a post that is one grade higher and no reduction in compensation for sitting on a post one grade lower. A Special Post Allowance may be given if the post is two grades higher. Periodically staff are reviewed and personal growth promotions may be given. This model does not appear to be a workable one for UNWTO model as there is no mobility policy, no field staff and not enough posts that could be filled by multiple staff because of their "sameness".

² Not all the information is complete and may be updated as more information becomes available.

28. At WFP there are no professional growth promotions for General Services staff. To receive a promotion one must apply for a vacancy that is at a higher grade or a job audit could be requested if the supervisor feels the job is under-graded. More fully developed procedures and a confirmation on the periodicity recommendation will be provided once more information is available.
29. At the **Inter-American Development Bank** they have a program for professional growth promotions. The eligible staff members can progress from a current grade level to a higher one within a Career Path. Eligibility for Promotion requires at least two years of demonstrated superior performance at the previous grade level and demonstrated readiness to assume higher level functions and responsibilities. If there has been superior performance, than time in grade could be shortened to one year after a detailed assessment has been submitted by the Organizational Programme Manager. There is a clearance panel that will review the list of nominated candidates to be considered. All decisions, recommendations and comments resulting from the Panel discussions will be reflected in the Annual Promotion Exercise Minutes. The HR person in charge will coordinate any feedback to candidates resulting from the process. Line Supervisors will provide feedback to candidates. Once cleared, the clearance is valid for two years from the date of the panel meeting. At any point during this period the Organization Programme Manager may request that the promotion be granted. All promotions will be effective on the following pay period from the submission of the Manager to promote.
30. There are similar procedures for the Technical and Managerial Track promotions. I have questions in to the HR Business Partner, the HR person who runs the panels as to whether Support Staff are included in professional growth promotions and will amend as additional information is available.
31. Procedures at the **European Investment Fund** are similar to those at the IDB. Most positions have dual grades. When the professional growth promotions were introduced, there were only 50 staff. Currently there are more than 200. Additional information is expected and will be reflected.
32. At the **Asian Development Bank** there are a number of promotion processes that are used by management and department heads to promote staff outside the vacancy driven promotions. The one that is most appropriate for UNWTO is what they call Position Level Complement Action (PLCA). It is an upgrading of a normally filled position that is within the department/office's allocation ratios. The PLCA is not advertised. Requests are submitted to the HR Department by the user Department. An internal selection panel is constituted which will make recommendations to the Vice President (Finance and Administration). The eligibility is that which is proposed for UNWTO.
33. There are also some promotions that may be given on a personal basis to an individual to recognize an individual's outstanding service. This does not depend on a position opening and has the effect that the incumbent's personal level increases to one level higher than the current personal level. This is called a PIO (Present Incumbent Only). PIOs are being phased out.
34. Finally there is also the "Under-filling" Policy. A staff member may be selected for a position on an under-fill basis either upon recruitment or following the completion of competitive selection procedures. In such a case the staff member under-fills for one year and then the department head considers performance and recommends promotion to position level.

35. The model selected for UNWTO relies heavily on the ADB's Position Level Complement Action, but is adapted to the needs of UNWTO. The management should review and offer suggestions as to how the suggested criteria and procedures can be improved and further developed.
36. The Consultant wishes to thank the Secretary General, the Director, Administration and Finance, and, of course the Chief, HR for their patience in working with me. I am available to make any additions and modifications as may be required as well as visit with you again to further develop these ideas and/or explain them to a broader group of staff.