

## Annex 9 A Terms of Reference of the Global Staff/Management Council

1 July 2014<sup>1</sup>

### Purpose

The Global Staff/Management Council (GSMC) is the WHO-wide mechanism for staff/management consultations. Its role is to examine issues related to personnel policy and conditions of service, and to adopt a report that will include recommendations to the Director-General on such issues. It shall endeavour to reach agreement on those recommendations; if that is not possible, the report will reflect any areas of disagreement as well as issues on which any further discussion may be required. It may also reflect diverging recommendations.

The GSMC may provide advice and make recommendations to the Director-General on issues of WHO-wide importance:

- a) for which the Director-General is the ultimate authority in accordance with the Constitution of WHO and relevant decisions of the World Health Assembly; and
- b) that cannot be decided by the Director-General without reference to inter-governmental or similar outside bodies, such as the International Civil Service Commission (ICSC).

### Guiding Principles

Staff and management share a commitment to the success of the Organization. Within this context, a set of guiding principles has been agreed to underline the commitment of both parties to working in an atmosphere of cooperation and conciliation, whilst accepting the different priorities and perspectives of both parties. These guiding principles are contained in the Appendix.

### Relationship with local joint staff/management mechanisms

The existence of the GSMC does not preclude local joint staff/management mechanisms discussing issues with WHO-wide implications. The issues discussed will be referred to the GSMC for consideration.

### Membership of the GSMC

The GSMC shall consist of 21 members and 21 alternates as follows:

- (a) 10 members (and 10 alternates) representing staff, i.e. 1 (one) member designated by the staff representative bodies respectively at HQ Geneva, GSC Kuala Lumpur, the six regional offices, IARC and UNAIDS. Each member may be accompanied by 1 (one) alternate.

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<sup>1</sup> The TORs last amended effective from 1 July 2014, following the recommendations of the GSMC at its 12<sup>th</sup> meeting in Geneva, 8 to 10 October 2013.

- (b) 10 members (and 10 alternates) representing management, i.e. 1 (one) member at an appropriately high level representing management from HQ, GSC, the six regional offices, IARC and UNAIDS. Each member may be accompanied by 1 (one) alternate.
- (c) A Chair selected by the Director-General from a list proposed jointly by management and staff associations to serve for 2 (two) years. At any meeting, a member nominated by members representing the staff shall serve as Vice-Chair.
- (d) Alternates shall be accorded the right to participate in the discussions.

#### Other participants in GSMC

The following may also attend GSMC meetings :

- (a) Staff and management may each invite 1 (one) additional staff member to GSMC meetings as an adviser to their respective group.
- (b) When dealing with a specific and / or specialized agenda item, management and / or staff may invite, subject to the Chair's approval, other staff members to participate in its work in a technical expert capacity. The Chair will, to the extent possible, ensure that all participants are duly informed prior to the meeting.
- (c) A limited number of additional individuals may be permitted to be present and attend in an **observer** capacity:
  - 1 (one) additional staff representative and 1 (one) management representative from the hosting office.- 1 (one) representative from the Clusters' management in HQ (usually a Management Officer).
  - 1 (one) Ombudsperson (from either HQ or one Regional Office).

The participants listed above may be invited to participate in the discussions by the Chair.

#### Attendees

The following may also be present and attend GSMC meetings with specific duties, and may be invited to speak during the meetings as appropriate.

- (a) - 1 (one) rapporteur from management,  
- 1 (one) rapporteur from the staff.
- (b) Members of the secretariat (from management) as required.

#### Funding arrangements

The travel and subsistence expenses of the members and alternates shall be borne as per the following arrangements:

- (a) The Department of Human Resources Management (HRD) will be responsible for the expenses of:
  - HQ management representatives (1 member + 1 alternate),
  - HQ staff representatives (1 member + 1 alternate),
  - the Chair,
  - Director HRD,
  - the technical experts designated by HQ management (provided the Chair is in agreement with their attendance),
  - management adviser (if originating from HQ),

- the secretariat,
- the rapporteur from management.

The travel and subsistence expenses for one representative from the Assistant Directors-General in HQ and one Ombudsperson will be borne by their respective office.

- (b) Regional Offices, GSC, UNAIDS and IARC respectively, will be responsible for the expenses of:

- Management representatives (1 member + 1 alternate),
- Staff representative (1 member),

In addition, Regional Offices, GSC, UNAIDS and IARC may fund the expenses of one Staff alternate.

- the technical experts designated by management (provided the Chair is in agreement with their attendance),
- the management adviser (if originating from one of the above mentioned Offices).

- (c) Staff Association HQ:

- the technical experts designated by the staff association (provided the Chair is in agreement with their attendance),
- the staff representatives' adviser,
- the rapporteur from staff associations.

- (d) Staff Associations: Regional Offices, GSC, UNAIDS and IARC respectively, may be responsible for the expenses of:

- one alternate.

### Role of Director, HRD

Director, HRD shall have the following functions:

- (a) to convene GSMC meetings,
- (b) to form a secretariat to ensure that necessary services are provided for the proper functioning of the GSMC, including by assigning responsibilities to designated individuals before, during and after the GSMC meetings,
- (c) to supervise the secretariat in receiving, preparing and circulating documents to members and alternate members between sessions,
- (d) to finalize and submit GSMC reports to the Director-General,
- (e) to forward the Director-General's decisions on the Committee's recommendations to GSMC members and alternates.

### Schedule of meetings

Meetings of the GSMC may occur on an annual basis, as may be considered necessary and agreed by GSMC in light of the issues to be discussed. The duration of such meetings shall be determined in light of anticipated and proposed agenda time. Meetings shall occur at a designated location which, as far as feasible, will alternate between Headquarters (or any out posted office) and Regions. Provisions shall be made for consultations among

staff and management representatives, respectively, usually one day prior to the annual GSMC meeting. Such consultations will be face-to-face.

Annual meetings will be convened with at least three months' notice to facilitate preparation and to ensure Staff Associations have the time for the practical arrangements (administrative leave, etc.).

Extraordinary meetings may be convened, as agreed by GSMC, in between annual meetings.

### Meeting arrangements

For the purpose of improving communication, all the possibilities offered by Information Technology (i.e. videoconference, WebEx, Webinar, Skype) will be considered, taking into account the following:

**For annual meetings:** the IT means selected will be used to complement the face-to-face participation to the meeting, and therefore advisers, technical experts, observers who do not participate in person will be given the possibility of intervening through IT means. Staff members (i.e., HR staff and members of staff associations) will be given the opportunity to follow the proceedings, but will not be able to directly intervene in meeting sessions.

**Extraordinary meetings** that are convened in between annual meetings will be conducted using the most effective IT means:

- The IT means selected should be flexible enough to allow staff members in all regions and at HQ to follow the meeting sessions, with the capacity to restrict access and ensure confidentiality of the debates if closed sessions are held,
- The IT arrangements will be made by the secretariat, with the active support of the hosting office,
- All participants will be informed by the Chair of the use of such means, at least one month in advance of the meeting, which will allow them to inform their respective bodies, and make necessary technical arrangements,
- To the extent possible, all technical aspects shall be checked before the opening of the meeting, and the selected IT means should be the least disruptive to the smooth running of the face-to-face meeting as possible.

### Procedures during meetings

Officials from the hosting Office may be invited to open the meeting.

The GSMC may decide that some discussions will be held in closed sessions, (i.e. only members, alternate members, Chair and Vice Chair, Director HRD, - and rapporteurs only if needed and agreed by all participants). If it is a closed session, it shall be indicated as such on the agenda. In those cases where Management and Staff representatives cannot agree on the nature of the session (closed / open), the Chair shall have the final say.

### Agenda and documentation for sessions

The GSMC shall establish its action plan, which serves as the basis for a provisional agenda for the next session and shall arrange for appropriate documentation to be prepared for each agenda item. In order to allow time for consultations the provisional agenda and all other

working documents shall be circulated to all members and alternates, as early as possible and normally one month in advance of a session.

The agenda must include specific items on:

- (a) follow-up to previous GSMC meetings,
- (b) any item referred to the GSMC by the Director-General,
- (c) adoption of the draft report,
- (d) the draft agenda of the next GSMC meeting;
- (e) any items arising between meetings.

### Reports

The GSMC shall report to the Director-General. The draft report shall be adopted at the GSMC meeting, be finalized within 6 (six) weeks and transmitted to the Director-General. The report, as approved by the Director-General, shall be distributed to all members and alternates as well as to presidents/chairpersons of staff representative bodies and Directors of Administration and Finance (DAFs<sup>2</sup>) at each major established office.

### Implementation, monitoring and follow-up

A focal point for staff/management relations (who may also be the Secretary of the GSMC) shall be designated in the office of Director, HRD to ensure that, once approved by the Director-General, the GSMC recommendations are acted upon in a timely manner. Local joint staff/management committees shall review and monitor the implementation at their office of decisions taken by the Director-General based on the GSMC recommendations and shall submit a report on those matters to the Secretary of GSMC one month prior to the next GSMC meeting.

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<sup>2</sup> or equivalent

## Appendix - STAFF/MANAGEMENT RELATIONS GUIDING PRINCIPLES<sup>3</sup>

1. Staff and Management have a shared commitment to the success of the World Health Organization (WHO), the International Agency for Research on Cancer (IARC) and the Joint United Nations Programme on HIV/AIDS (UNAIDS).
2. Staff and Management may, however, at times, have different priorities and perspectives. These are legitimate and will be recognized and respected as such. Any differences will be addressed in an atmosphere of collaboration and conciliation.
3. Mutual trust and respect will be the hallmarks of staff-management relations. Confidentiality is an important element in the building of such trust.
4. Staff and Management will be open-minded and be forward-looking and receptive to change.
5. There will be an inclusive, positive and effective relationship between WHO offices and their staff associations at the country, regional, and global levels, to facilitate discussion, problem solving and decision making.

Within this context:

- Staff and Management will work together, within the framework of the UN common system, to promote WHO, IARC and UNAIDS as employers of choice. WHO, IARC and UNAIDS will have an ethical and supportive work environment, socially responsible employment conditions, including learning and development, and fair, consistent and accountable processes.
- Elected staff representatives will be given sufficient time and resources to carry out their mandate fully.
- There will be open and regular communication and dialogue between the staff associations and management and *vice versa*.
- Development of skills necessary to achieve effective staff-management relations will be encouraged.
- Management should accept that, in the process of change, staff associations worldwide are active players engaged from the beginning of the discussions, and whose views will be respected, considered.
- General concerns regarding adherence to the staff/management guiding principles may be discussed within the GSMC.

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<sup>3</sup>The GSMC Principles were last revised effective from 1 July 2008 further to the recommendations of the GSMC at its 2nd Extraordinary meeting in Geneva, 8 to 10 April 2008.