PEOPLE MANAGEMENT GUIDEBOOK

OECD HUMAN RESOURCES MANAGEMENT

2022

Contents

1 Introduction

1.1 Foreword by the Secretary-General 1

1.2 The OECD and its People 2

2 Who We Are

2.1 Staff Categories 4

2.2 Job Families 5

2.3 OECD Demographics 6-8

3 Ethics and Integrity

3.1 Overview and General Ethics Framework 10

3.2 Whistleblower Protection Policy, Misconduct and Discipline 11

3.3 Advice and Support 12

4 Diversity and Inclusion

4.1 Overview 14

4.2 A Strategic Approach to Diversity 15-17

4.3 Monitoring Progress 18

4.4 Further Dimensions of Diversity 19

4.5 Inclusion Activities and Employee Resource Groups 20

5 Talent Management

5.1 Overview 22

5.2 A Constantly Evolving Organisation 23

5.3 Talent Management at the OECD 24

5.4 OECD Core Competencies 25

5.5 Career-Mobility Overview 26

5.6 Career-Mobility Opportunities 27

6 Recruitment

6.1 Overview 29

6.2 Recruitment Process 30-31

6.3 Special Programmes and Other Recruitment Channels 32

7 Pay and Workplace Benefits

7.1 Overview 34
7.2 The Co-ordination System 35
7.3 Benefits and Allowances 36

8 Workforce Management

8.1 Overview 38
8.2 People Review Process 39

9 Performance Management

9.1 Overview 41
9.2 Performance Review Cycle 42
9.3 Performance Ratings and Incentives 43
9.4 Upward Feedback 44

10 Learning and Development

10.1 Overview 46
10.2 Learning and Development Portfolio 47-48
10.3 Leadership Development Programmes 49
10.4 Management Development 50

11 Workplace Well-being

11.1 Overview 52
11.2 An Integrated Approach 53
11.4 Mental Health and Support Services 54

12 Institutional Framework

12.1 Overview 56
12.2 HR Management Services 57
12.3 Corporate Oversight Bodies 58
12.4 Engagement with Members 59
12.5 Engagement with Internal Stakeholders 60

13 Conflict Prevention and Resolution

13.1 Procedures and relevant bodies 62
13.1 Internal justice system 63-64

14 Acronyms, Resources and Figures 65

1. Introduction

1.1 Foreword

The Organisation for Economic Co-operation and Development (OECD) is a multilateral institution whose mandate it is to help find the best possible solutions to the evolving challenges of our time. We help countries deliver “better policies for better lives”. We share a commitment to democracy, to human rights, the rule of law, market-based economic principles, a global level playing field and a rules-based international order as the best way to maximise sustainable growth, prosperity and general well-being.

Our staff comprise global experts in economics, finance, public policy, taxation, environment, science and many other fields, as well as leaders in the delivery of efficient services, technology and research. I am proud of the team we have built in Paris and across the globe. Our diligent and impartial work has resulted in the OECD being seen as a global expert in economics. Together we are united by our core values.

I am pleased to say that, over the past year, the OECD has made further progress on its Diversity & Inclusion commitments, particularly with respect to gender balance and geographic distribution of our staff. Diversity increases the overall richness and quality of our work by helping us incorporate broader perspectives while also ensuring the representation and engagement of our member countries.

The OECD's people management framework is designed to attract, develop, and retain highly qualified staff, by promoting excellence and encouraging professional development. It is designed to flexibly adapt to the changing needs of our Organisation while also providing staff with clear and consistent guidance. It aims to foster a diverse, inclusive and respectful workplace, where individuals can realise their full potential.

This People Management Guidebook was developed by the Human Resource Management Service to provide you with a core reference on all people related matters, entitlements, and policies affecting the daily life of staff at the OECD. Whether you are a long-serving member, a newcomer having just joined the OECD family, or are looking for a job opportunity, I encourage you to review this document and use it in your day-to-day activities.

The sense of purpose and contribution among OECD staff never ceases to impress me. It is the teamwork, deep commitment and profound expertise of our people that ensures the OECD continues to deliver for our member countries and countries all around the world.

Mathias Cormann

OECD Secretary-General

1.2 The OECD and its People

Since its creation over 60 years ago, the OECD has profoundly influenced the design and implementation of better public policies for the benefit of individuals in its member countries and partner economies. The OECD's core values are central to its work: courtesy, dignity, respect and non-discrimination; loyalty and independence; impartiality; tact, discretion and confidentiality; and integrity and accountability.

These values also govern the conduct of OECD staff, whose contribution and commitment to their work drive the Organisation forward. In turn, the mission of the OECD with regard to people management is to develop and implement policies, programmes and services to support:

- recruitment, retention and promotion of the best-qualified individuals while recognising and encouraging diversity in the workplace
- providing a work environment that is inclusive, safe, healthy and secure, while respecting individual needs and goals
- creating a competitive employee-value proposition, including salary and benefits
- developing the full potential of staff by providing learning opportunities, and supporting professional growth and career progression
- cultivating effective leadership and managerial capacity
- establishing, administering and effectively communicating fair policies, rules and practices that treat staff with respect and fairness.

These policies, programmes and services have evolved over recent years and are available in many different locations. The People Management Guidebook (PMG) is designed to present these in a single source, making the information more accessible to staff, candidates and member countries, as well as to a wider audience who would like to learn more about people management at the OECD.

We hope you will find the PMG a valuable resource.

The information contained in the PMG is provided for informational purposes only and should not be construed as legal advice, nor does it replace any existing legal provisions, which remain the authoritative sources. All data and graphs, unless otherwise stated, are up to date as of December 31, 2021.

2. Who We Are

2.1 Staff Categories

The OECD is an international organisation with its headquarters in Paris. Staff at the OECD belong to one of the three following staff categories:

3 407 Officials

Officials are hired to fulfil functions in all areas of the Organisation.

254 Temporary staff

Temporary staff are hired to meet short-term needs and are appointed on an ad hoc basis for up to two years of continuous service.

318 Associated personnel

The OECD provides two types of opportunities for associated personnel: an internship programme and staff on loan.

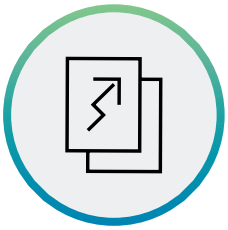
Figure 1: All staff by category

The OECD hires officials on fixed-term contracts for an initial duration of up to three years, following which extensions may be given based on individual and organisational criteria. After five years of continuous service, a corporate decision is made as to whether the fixed-term appointment or contract should come to an end at its due date or whether it may be converted into an open-ended appointment or contract. In 2021, 1 701 (50%) OECD officials had fixed-term contracts, a 4.4% increase from 2020 and 1 706 (50%) had open-ended contracts, a 3.5% increase from 2020.

Data in this section also includes the IEA and the NEA.

2.2 Job Families

Each job opportunity at the OECD falls under one of three job families: Executive leadership; Policy research, analysis and advice; and Corporate management and administration.



6% Executive leadership

Staff in this job family design, lead and steer the OECD and its staff to achieve strategic objectives.

e.g. Director, Deputy Director and Head of Division

54% Policy research, analysis and advice

Staff in this family are directly involved in policy analysis, producing key outputs and data that support the OECD in achieving its strategic objectives.

e.g. Economists and policy analysts

40% Corporate management and administration

Staff in this family manage the OECD's corporate activities. Jobs in this family are grouped under the following professional categories:

- Communication
- General management and administration
- Human resources
- Information technology
- Language services
- Legal functions
- Site services and operations

The OECD uses job families to:

- Set job requirements for similar jobs
- Provide professional learning opportunities
- View potential matches and bridges for internal mobility
- Design structured career-development programmes

Data on page 5 refers to officials.

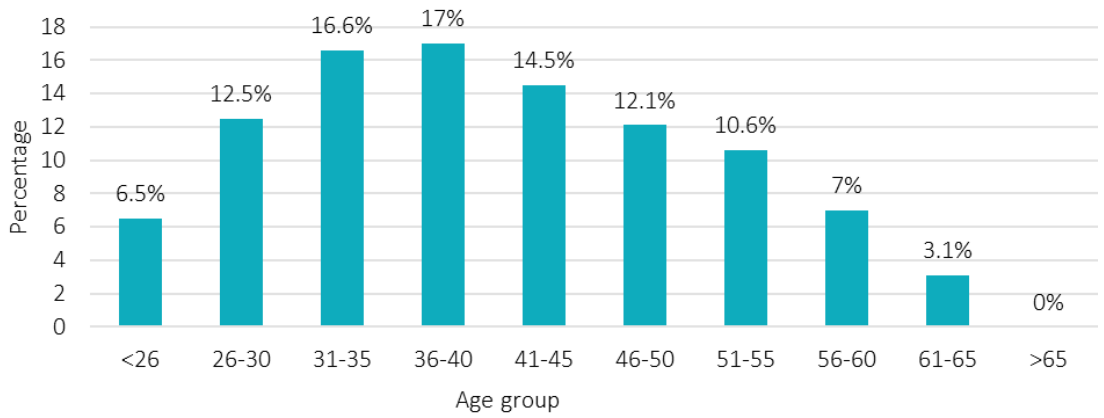
2.3 OECD Demographics

The Organisation's success in attracting the right demographics relies on the ability of managers to be flexible and agile, and ensure they identify the best resources to drive strategic objectives.

Age

A multi-generational workforce is an asset for the OECD. The Organisation draws upon the wide experiences and perspectives of individuals with longer and more varied careers alongside those who have more recently graduated from higher education, creating a rich learning environment. Currently, 19% of all staff are aged 30 years or younger, 48.1% are between 31 and 45 years old, and 33.2% are aged 46 and above.

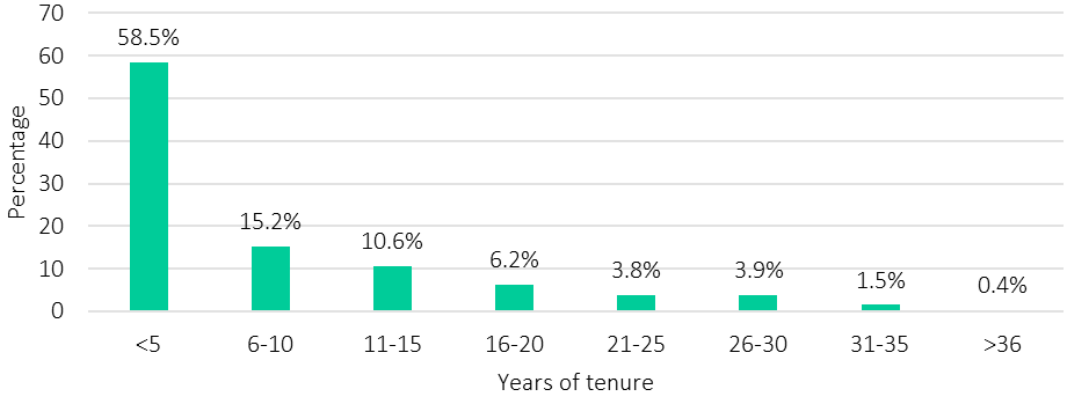
Figure 2: All staff by age group



Tenure

The majority (58.5%) of all staff members have been working at the OECD for less than five years. Another 15.2% have been at the Organisation for six to ten years, while 26.4% of all staff have more than ten years of tenure.

Figure 3: All staff by tenure



Gender diversity

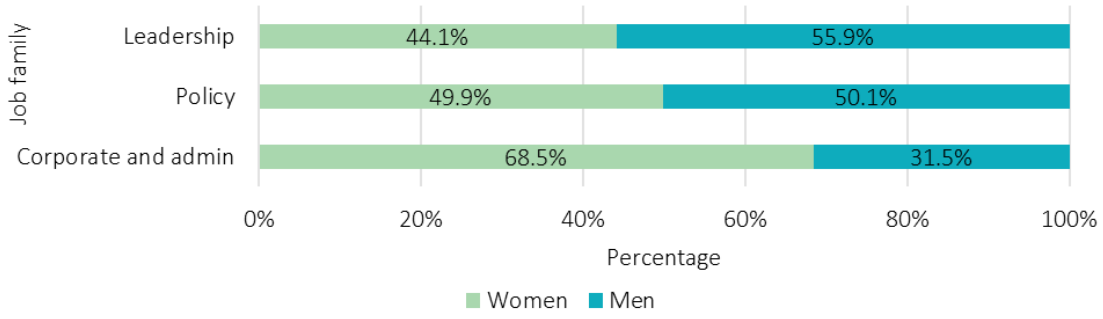
In 2021, women accounted for 56.4% of the OECD workforce, compared to 54.4% in 2012. Women continued to constitute the majority of new official appointments in 2021 (53%): 48.7% of recruits at professional grades (A1-A4) were female, and more females than males (53.6%) were recruited at the senior management level (A5-A7). (See page 34 for information about the grading system.)

The OECD is certified by the leading global assessment methodology for gender equality, Economic Dividends for Gender Equality (EDGE). The OECD has achieved the second ("Move") level in recognition of the Organisation's efforts to value women and men equally in all aspects of economic, political and social life.

The OECD has increased its efforts to promote diversity and inclusion regarding gender, with a number of policies to support gender equality:

> Use of gender-sensitive language in job advertisements
> Focus on non-discrimination in recruitment and promotion
> Changes to parental leave and flexible working policies
> Inclusive gender expression and pronouns use
> Policies promoting a safe and respectful workplace

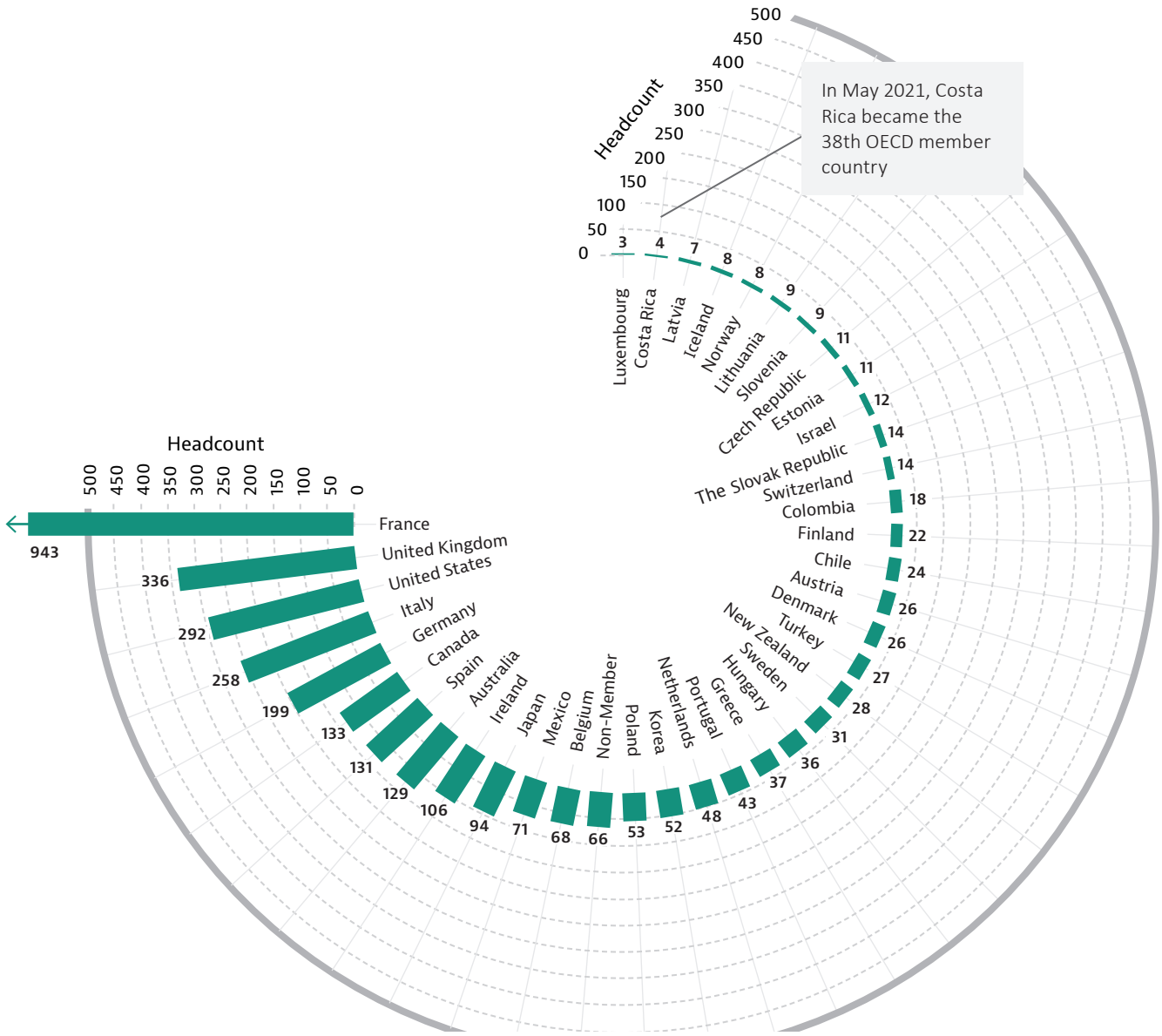
Figure 4: Gender representation for all staff by job family



Nationality

Headcount remained stable for Austria, Estonia, Finland, Latvia, Luxembourg, Norway and Slovak Republic whilst overall representation decreased by at least 10% for Czech Republic and Slovenia in 2021 compared with 2020.

Figure 5: Member country headcount among officials, as of 31 December 2021



As of 31 December 2021, the Organisation numbered 3 407 officials and unclassified staff, including nationals from all member countries. France had the highest official representation with 943 (27.7%) a decrease of almost 2% since last year, followed by the United Kingdom with 336 (9.9%) an increase of almost 0.4% since last year and the United States, 292 officials (8.6%) an increase of 0.6% since last year.

3. Ethics and Integrity

3.1 Overview and General Ethics Framework

The OECD recognises that a strong ethical culture among staff and management is critical to both the engagement and productivity of its workforce and the Organisation's reputation. The OECD's staff ethics framework is set out in Title II of the ***Staff Regulations, Rules and Instructions***, and is supplemented by the Code of Conduct. It rests on the following ethical principles:

- Courtesy, dignity, respect and non-discrimination
- Loyalty to the Organisation
- Independence and impartiality
- Tact, discretion and confidentiality
- Integrity and accountability

Head of Ethics

In 2018, the Secretary-General established an independent ethics function, responsible for providing ethical advice and guidance, promoting ethical standards and suggesting improvements to the staff integrity framework. The first Head of Ethics took up functions in March 2020, and the current Head took up the role at the end of June 2022.

The Head of Ethics is responsible for the following activities:

- advising staff members on any questions regarding ethical standards
- advising the Secretary-General and the Head of Human Resource Management regarding the approval of external activities, gratuities or benefits received in connection with official duties, and honorary distinctions
- monitoring the effectiveness of the ethics framework and proposing amendments as necessary
- providing information and promoting awareness of ethical standards
- issuing an annual report to the Secretary-General
- performing the role and functions outlined in the Whistleblower Protection Policy.

Ethics training and dialogue

OECD staff are expected to attend periodic ethics seminars and unconscious bias awareness training to remind them of the Organisation's ethical principles, and how these should be applied to their daily work.

For more information staff can write to ethics@oecd.org

3.2 Whistleblower Protection Policy, Misconduct and Discipline

To report any type of misconduct, staff should contact any of the following parties:

> Head of EXD/HRM
> Executive Director
> Director of Internal Audit
> Secretary-General
> Relevant Director or Head of Service

If an official's actions are contrary to the provisions of the ***Staff Regulations, Rules and Instructions*** or of any applicable national law, or they fail to perform a duty or obligation, this may constitute disciplinary fault, and result in disciplinary action. In the event an official becomes aware of fraud, corruption or misuse of the Organisation's resources, they must bring it to the attention of the Secretary-General. For any other type of misconduct, the official is also expected to bring such information to the attention of the Secretary-General. When the Organisation is faced with information regarding conduct that might, if it were confirmed, constitute a breach of its internal rules, the Head of EXD/HRM may decide to open an investigation. As set out in Staff Regulation 21, disciplinary measures include reprimand, suspension without salary, or, in the event of serious misconduct, dismissal.

The Whistleblower Protection Policy

The OECD has a dedicated, stand-alone policy on whistleblower protection (the Decision of the Secretary-General took effect in March 2020-Whistleblower Protection Policy, Annex XXVIII). The role and functions outlined in the Whistleblower Protection Policy are performed by the Head of Ethics.

The Whistleblower Protection Policy describes the process for reporting misconduct and the related measures put in place to protect the whistleblower against retaliation targeting staff members who have engaged in a protected activity. Such protected activities include: (i) the reporting of any type of misconduct; (ii) co-operating with an internal investigation procedure; (iii) co-operating with an audit conducted by the Organisation's Internal or External Audit; (iv) co-operating in a procedure before the Administrative Tribunal; or (v) cooperating with the judicial authorities of a member country, following authorisation by the Secretary-General.

If a staff member believes they have been subject to retaliation, they may report the matter to the Head of Ethics within six months of the most recent act of retaliation. The Head of Ethics shall undertake a preliminary review of the allegations and supporting information and documentation, to determine whether sufficient evidence of retaliation exists, based on a first impression of the evidence presented (a prima facie case of retaliation).

If the Head of Ethics determines that sufficient evidence of a case of retaliation exists, they are obliged to notify the Head of Human Resource Management who shall open an investigation in accordance with Annex XXV of the ***Staff Regulations***. Once the Head of Ethics receives the investigation report they must determine whether retaliation did indeed occur. (See page 63 for more information.)

3.4 Advice and Support

For advice, and as a possible first point of call on issues related to workplace conflict, ethics or standards of conduct, staff should refer to their:

> Line manager
> Director

For confidential advice on mental health issues, staff may refer to:

> OECD Medical and Psychosocial service

For confidential and independent advice on ethics and standards of conduct, staff should refer to:

> The Head of Ethics directly without seeking approval from their line manager or director.

For advice, and as a contact outside of the direct reporting line, on issues related to workplace conflict, ethics or standards of conduct, staff may refer to:

> Their Resource Management Advisor or Head of Central Management Unit
> EXD/HRM Head of Client Services Group
> Head or Deputy Head of EXD/HRM

For confidential and independent advice on issues concerning workplace conflict, staff may also refer to:

> OECD mediators (see page 62)
> Staff Association (see page 60)

Avoiding conflicts of interest

To avoid conflict of interest, officials are obliged to withdraw from advising or acting on a matter in which they, or someone with whom they have a close relationship, have a special personal interest. Accordingly, the OECD administers a conflict-of-interest guidance programme that provides advice related to external professional activities, gifts and honorary distinctions.

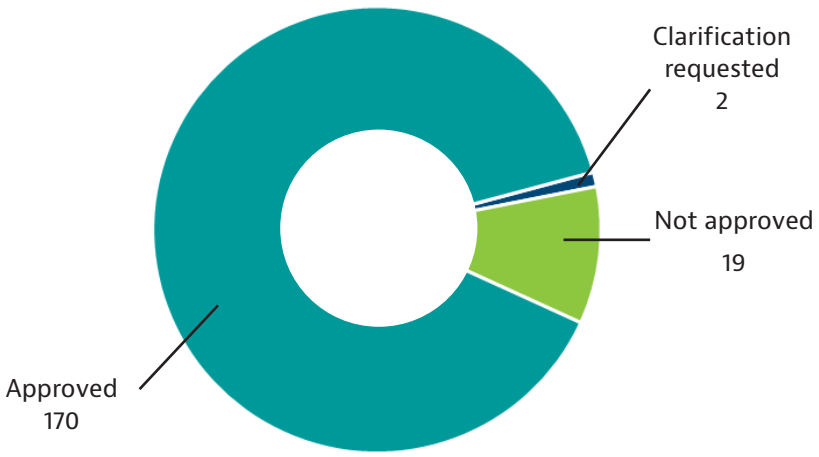
Ethics activities 2021 in numbers

> **3** Requests for guidance on honorary distinctions

> **1** Requests for guidance on the acceptance of gifts

> **191** Requests to engage in external activities

Figure 6: Requests to engage in external activities

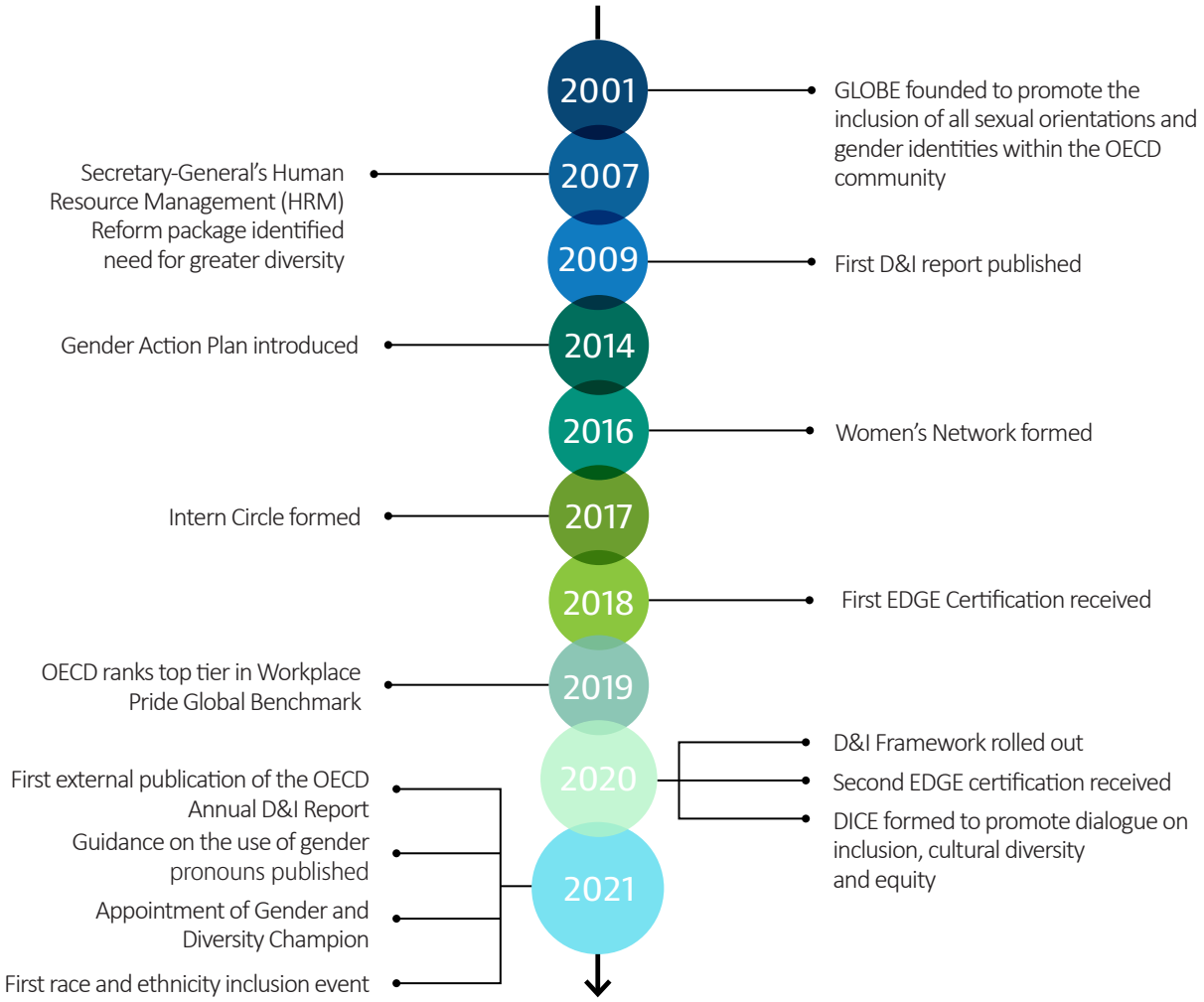


4. Diversity and Inclusion

4.1 Overview

The OECD is committed to promoting staff diversity across grades, directorates and programmes. Having a diverse workforce is essential in creating public policies that reflect different backgrounds, views, approaches and needs. For the OECD, diversity means:

Figure 7: Key Diversity & Inclusion (D&I) Milestones



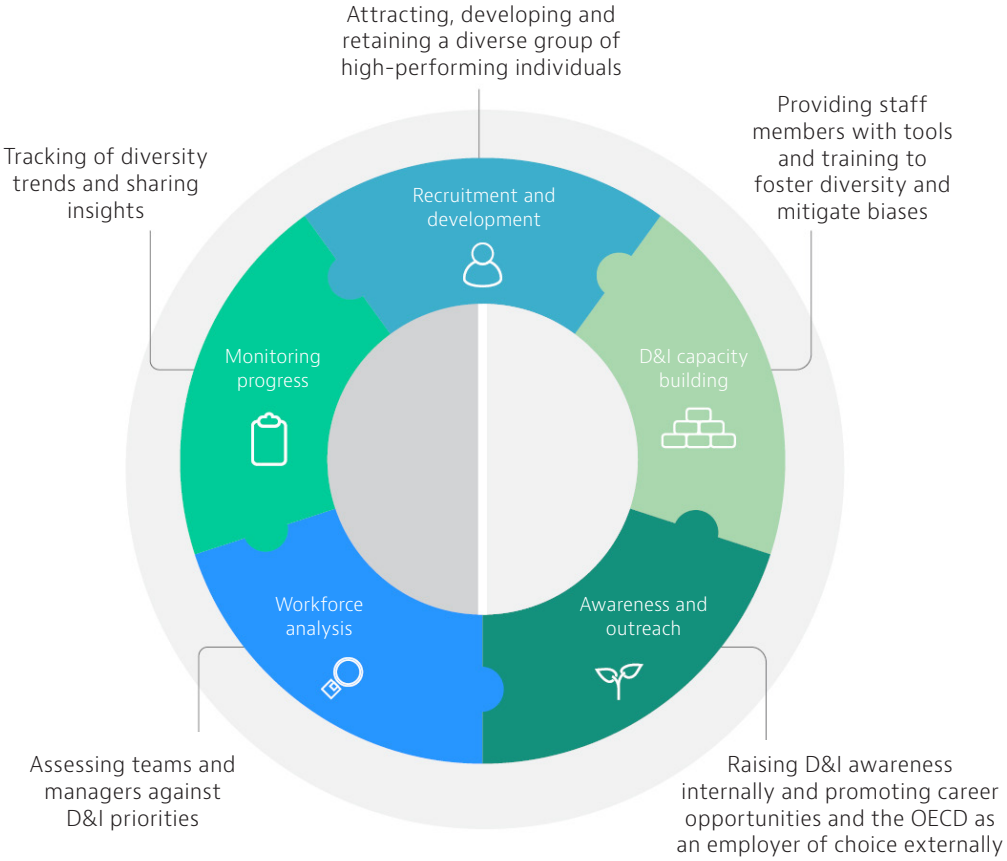
4.2 A Strategic Approach to Diversity

Together with our commitment to diversity, we work to provide an inclusive, safe, supportive and respectful working environment where all individuals feel equally valued and can realise their full potential.

The OECD has developed a strategic and holistic approach to diversity, which enables the Organisation to make progress towards achieving a better mix of nationalities and gender balance, while also supporting other critical dimensions of diversity. Please see page 20 for information relating to employee resource groups set up to support all dimensions of diversity.

A Strategic Approach to Diversity

Grouped around five main pillars, our D&I framework provides a comprehensive and strategic approach, and is the starting point for current initiatives and future plans. These five pillars support the organisational culture and values. Each pillar represents various initiatives and measures in the OECD D&I plan.



As an equal opportunity employer, the OECD ensures that all those involved in decision making understand their responsibilities in treating candidates and staff fairly. Equality of opportunity applies to all aspects of employment, including recruitment, hiring and promotion.

The 2021 HR audit recommendations on HRM strategy will further refine our approach to D&I.

Gender and Diversity Champion

In June 2021, the Secretary-General outlined his commitment to drive the gender equality and diversity agenda at the OECD and appointed Deputy Secretary-General Ulrik Knudsen as OECD Gender and Diversity Champion and Chair of the Gender Equality Taskforce. The Champion's role builds on previous progress and addresses current challenges.

Workshops and courses

The Organisation provides staff with tools and training to promote diversity and mitigate biases. These include classroom and virtual sessions for hiring managers on mitigating potential unconscious biases.

Classroom training: inclusive leadership, and recognising and mitigating unconscious biases.

Online courses: "Diversity and inclusion in the workplace", "Leading for equity, diversity and inclusion", "Disability Awareness and Inclusion in the Workplace".

Ethics and Code of Conduct seminars: for senior and general managers on implementing the principles featured in the OECD ethics framework.

Virtual reality (VR) training: staff are led through a set of immersive learning experiences aiming to increase empathy.

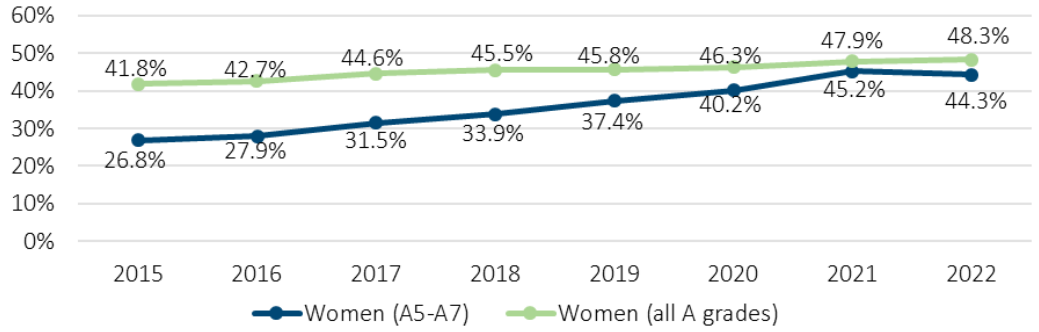
4.3 Monitoring Progress

The OECD tracks progress in staff diversity and produces an annual report summarising performance on age, gender and nationality diversity. It also outlines initiatives and measures to promote the broader dimensions of diversity and inclusion. In 2021, the OECD published the Diversity and Inclusion Report publicly for the first time to further increase accountability and transparency. The most recent version of the Diversity and Inclusion Report is available on our website.

Gender

The majority (56.1%) of OECD officials are female. In the A grade category, women account for 48.3% of the workforce. Women outnumber men in grades A1 and A2, while men outnumber women at grade A3 and above. The Organisation continues to make progress on the percentage of women in senior management positions (A5-A7). Currently, women account for 40.3% of senior managers, an increase of 21.3% over the past ten years (see page 34 for information about grades).

Figure 8: Women in A grades



Nationality

As of 31 December 2021, staff representation in the grade A category covered all member countries and A grades accounted for the highest number of staff in the Organisation. Nationals of France, Italy and the UK accounted for the highest share of A grade officials, with 440 (20.00%), 205 (9.32%) and 200 (9.09%) A grade officials respectively.

LGBTQI+ benchmarking

In 2019, the OECD took part in the Workplace Pride Global Benchmark exercise measuring policies and practices in seven areas. The OECD ranked in the top tier of organisations participating in the benchmark.

Gender certification (EDGE)

In 2020, the OECD was recertified with 'EDGE Assess' level recognising its commitment to gender equality. In 2022, the OECD achieved the higher, 'EDGE Move' level for the first time, showcasing the progress made by the Organisation and its commitment to diversity, equity, and inclusion in the workplace. In addition to EDGE, in 2022 the OECD participated in 'EDGEplus', allowing the Organisation to measure the intersectionality between gender and other aspects of diversity such as age, disability status, race and ethnicity and sexual orientation for the first time. By enabling the collection of data on additional diversity demographics, EDGEplus served as a first opportunity to structure a conversation around intersectionality.

4.4 Further Dimensions of Diversity

Race and ethnicity

It is critical that our workforce represent individuals from various racial and ethnic backgrounds, and that we give everyone the opportunity to fulfil their potential.

Functional disability

Employing people with disabilities ensures that our teams reflect our communities. We work to ensure better support for staff and candidates with disabilities, intended to facilitate inclusion and allow for the same opportunities as other OECD staff and candidates.

Age

Organisational performance and age diversity in the workplace are positively correlated. The OECD promotes generational diversity by recognising the immense contribution of seasoned professionals while creating a pipeline of new talent through recruitment channels such as internships and the Young Associates Programme (YAP).

Language

While the two official languages of the OECD are English and French, many of our staff are multilingual. Multilingualism is linked to cultural understanding, which contributes to an inclusive working environment. To promote multilingualism the OECD offers both French and English classes to all staff members.

Professional background

As the work of the OECD expands and becomes more interconnected, hiring people from diverse educational backgrounds is essential. Such diversity spurs innovation and creative problem-solving, reveals new opportunities and leads to a healthier work environment.

LGBTQI+

The OECD accommodates all sexual orientations and gender identities. While the Organisation does not collect data on staff sexual orientation, it works closely with GLOBE to address LGBTQI+ specific challenges.

Religion and culture

The OECD ensures that various religions and cultures are respected and embraced as part of its community. Tolerance and acceptance are vital to allowing all staff to feel equally valued. Dedicated prayer rooms are available to staff.

4.5 Inclusion Activities and Employee Resource Groups

"Diversity is being invited to the party; inclusion is being asked to dance."

Verna Myers, diversity and inclusion advocate

Employee resource groups (ERGs) are made up of staff that convene in the workplace based on a shared interest or identity. ERGs allow staff to connect as a network, with the goal of creating a diverse and inclusive work environment. While independent of management, they are supported by OECD senior management and EXD/HRM.

OECD GLOBE

Established in 2001, GLOBE promotes the inclusion of all sexual orientations and gender identities within the OECD community. Led by volunteers, GLOBE is open to all OECD staff, Delegations and partners and holds regular meetings and runs social and cultural events.

OECD Women's Network

Established in 2016, the network is run by a group of volunteers and represents over one-third of the female staff. Its activities include networking events, professional seminars with senior managers and numerous workshops on career development.

OECD Intern Circle

Launched in September 2017, the Intern Circle is an initiative founded and run by interns. Through regular social and professional events, the group helps interns from different OECD directorates to connect and make the most of their internship experience.

Parenthood Group

Created in 2019, the Group on Parenthood gathers staff and relevant stakeholders interested in improving the working conditions for staff with children. The Group encourages an open and constructive dialogue around parenthood issues and respective challenges.

Dialogue on Inclusion, Cultural Diversity and Equity

DICE is an open, informal platform engaging with the diverse multicultural communities that exist within the OECD. DICE serves as a vehicle to promote a broader conversation on the possible implicit and explicit bias against ethnic minorities, in order to foster a fair, diverse and inclusive workplace and add value to the Organisation's social responsibility.

Temporary Staff Network

The Temporary Staff Network (TSN) is a network of people who are engaged for the community of temporary staff at the OECD. The Network provides a platform to exchange, socialise and grow.

Staff Association Working Group on Diversity

The Staff Association Working Group on Diversity examines ways of improving diversity at the OECD and of fostering greater diversity amongst OECD staff, while making sure that it is an attractive and equitable employer that recruits and promotes the best talent.

5. Talent Management

5.1 Overview

Succeeding and leading in an international organisation setting requires a unique mix of skills. OECD talent management programmes are designed to equip staff with the tools and analytical reflexes needed to understand and prepare for change, react quickly and be flexible.

"For individuals, we should think about developing their capabilities more broadly to fit a possible array of different opportunities and to access more "just-in-time" development and learning experiences to accommodate needs that appear quickly. When we think of succession events, for example, we might think about shortening any "planning" exercises, preparing "talent pools" of individuals to map onto a set of more senior roles (rather than picking a single individual to fill a specific job years in advance).

One of the key lessons for individuals about uncertainty is that the more control that individuals have, the better they are able to handle uncertainty.

In practice, that means the more information we can give employees about career options and the more choices they have over options, the better they feel."

Peter Cappelli

Peter is the Director of the Center for Human Resources at The Wharton School of the University of Pennsylvania and George W. Taylor Professor of Management. He works with the OECD as the Academic Director of the annual OECD Emerging Leaders Programme (see page 49).

5.2 A Constantly Evolving Organisation

The OECD's Programme of Work is set every two years by its members. It responds to critical and emerging policy trends across several areas of economic and policy activity. As such, the OECD must evolve and be flexible in terms of workforce management to support its members' needs and deliver quality outputs in a timely manner.

In 2021 alone, the OECD appointed 388 officials in the A and B categories. Over the same period, a slightly lower number of officials (359) departed the Organisation, mostly owing to the end of their fixed-term appointments. For the past couple of years, the Organisation's turnover rate has remained at about 10%, contributing to the renewal of the Organisation's workforce, while also ensuring continuity of knowledge and expertise.

Figure 9: Staff turnover by year

The Organisation needs to be highly adaptive to respond quickly and appropriately to staffing and skill requirements, and facilitate workforce renewal, while at the same time preserving technical expertise.

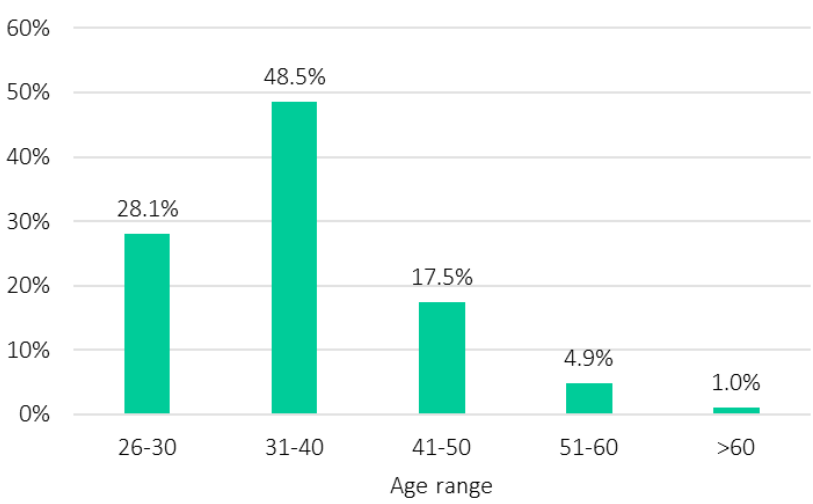
5.3 Talent Management at the OECD

The Organisation is highly attuned to general trends in talent management, and key influences include: the global economic landscape, members' policy priorities and the external labour market. These all play a key role in shaping the talent landscape. The OECD workforce has unique attributes (see pages 6-8) to support its business model, relying heavily on expert talent.

Recruiting diverse mid-career specialists

The OECD seeks to recruit mid-level career specialists from diverse backgrounds to contribute to the Programme of Work. The ability to recruit internationally means that the Organisation can find the most talented candidates at the right time in their careers.

Figure 10: Age at time of recruitment



Creating a unified culture in the context of workforce renewal

The OECD recruits staff primarily for their specialist technical skills, with a turnover rate of about 10%, therefore creating a unified culture and developing leadership and management skills is essential.

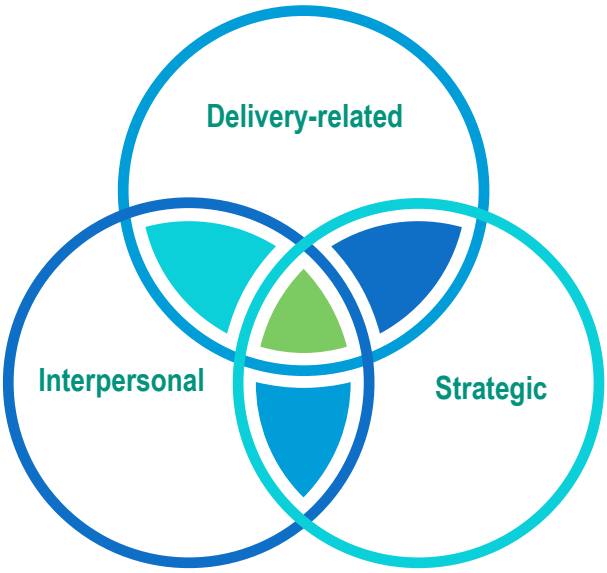
A balance of three key elements is needed to attract, retain and reward top talent

- Flexible employment and sourcing modalities to manage human capital.
- An employee value proposition that has a sufficiently strong appeal to attract and retain talent that are highly skilled and from dispersed geographic locations.
- An inclusive management culture to maximise the outputs delivered by a workforce of diverse, specialised individuals.

5.4 OECD Core Competencies

The OECD Core Competencies Framework was launched in 2011. It sets out the competencies that the OECD workforce collectively require to successfully deliver on the Organisation's mission. The framework displays 15 Core Competencies, grouped into three clusters.

Each competency has behavioural indicators at different levels that highlight: how an individual can demonstrate that competency, and reflect the variance in complexity, scope and responsibility across jobs. The core competencies are used in recruitment to specify the personal attributes or underlining characteristics which, combined with technical or professional skills, are required for a role.



Interpersonal: Client focus, diplomatic sensitivity, influencing, negotiation, organisational.knowledge

EXAMPLE Level one: Diplomatic sensitivity

Is attentive when doing projects and assignments, or when interacting with people from different countries and backgrounds.

Delivery-related: Analytical thinking, achievement-focused, drafting skills, flexible thinking, managing resources, teamwork and team leadership.

EXAMPLE Level five: Analytical Thinking

Is sought out by others for advice and solutions on how best to interpret and use information.

Strategic: Developing talent, organisational alignment, strategic networking, strategic thinking.

EXAMPLE Level three: Developing Talent

Continually acquires and applies new knowledge and learning to improve job performance.

EXD/HRM is currently updating the existing Competency Framework to address the new multi-generational workplace, the evolving business needs and the accelerated digitalisation due to the pandemic.

Source: OECD Core Competencies Framework.

5.5 Career-Mobility Overview

Career mobility allows individuals to enhance their existing skills, gain new experience, and develop new expertise while being exposed to different topics, team environments and working methods. At the OECD, staff are encouraged to take the initiative for their own career development, and mobility, by actively seeking advice and guidance from managers and colleagues, signalling their interest in new opportunities and applying for roles that interest them.

To successfully enable staff to become mobile, agile and upskilled, the Organisation offers flexible paths, a higher focus on assignments and projects to develop skills, a culture of development, diversity and inclusion, and the flexibility to perform a number of roles across the OECD.

Internal opportunities

Given that a large part of the OECD's workforce is composed of specialist profiles, internal career-development opportunities tend to arise in the individual's directorate or in other directorates working on related policy issues. For staff working in certain corporate roles, as well as general administration, career-development opportunities may arise across a greater number of directorates. In all instances, the Organisation seeks to reinforce critical core competencies and soft skills in job functions across the OECD.

The management team within each directorate discusses the timing and form of the career-mobility opportunities offered to staff.

External opportunities

OECD staff members may request external mobility or a leave of absence from the OECD. They may work in a private or public sector organisation, or study at a university for a limited period of time.

External opportunities are granted on a discretionary basis by the directorate's management. Depending on the type of external mobility, individuals may or may not be entitled to continue receiving their salary and benefits (see page 34).

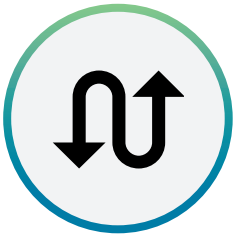
5.6 Career-Mobility Opportunities

205 Temporary assignments

An individual may apply for a temporary assignment at the same grade as their existing position, or for a position at a higher grade, to gain exposure to different functions.

290 Promotions

Including staff who apply for and are appointed to a new function. An individual may seek to evolve their job responsibilities by applying for a published position at a higher grade.



174 Transfers

An individual may permanently change teams and take on new functions at the same grade by applying for a published position, or by way of a direct transfer.

2 Persons on loan

An individual can be loaned to another organisation for up to two years, with the possibility of returning upon conclusion of the loan. Persons on loan are still considered employees of the OECD, and remain subject to the Rules and Regulations of the OECD.

16 Secondments

An individual may work at another organisation, typically an international organisation or national government administration, for up to two years, with the right to return to the OECD after the secondment. The conditions of employment for a secondee, including salary, allowances, and rules and regulations, are fixed by the receiving institution.

6. Recruitment

6.1 Overview

To ensure that the OECD delivers on its mission, it is essential to attract highly talented, motivated and diverse individuals through effective and equitable hiring processes. Officials are appointed following selection through an open and competitive standard recruitment process explained in the ***Staff Regulations, Rules and Instructions.*** In more limited circumstances and only under conditions set out in Instruction 107/13 of the ***Staff Regulations*** may officials be appointed through a simplified recruitment process, transfer or direct selection.

Management is taking measures to ensure greater procedural transparency for recruitment and promotion processes at all levels, including Executive leadership roles. It has started to implement procedural safeguards such as segregation of duties, the improved use of collegial bodies to assist decision-making and compliance assurance controls to promote greater trust in the recruitment outcomes.

Competitive recruitment process

Required for Official appointments, the competitive recruitment process follows the full procedure from internal and external publication of a vacancy to the interview and the decision to hire.

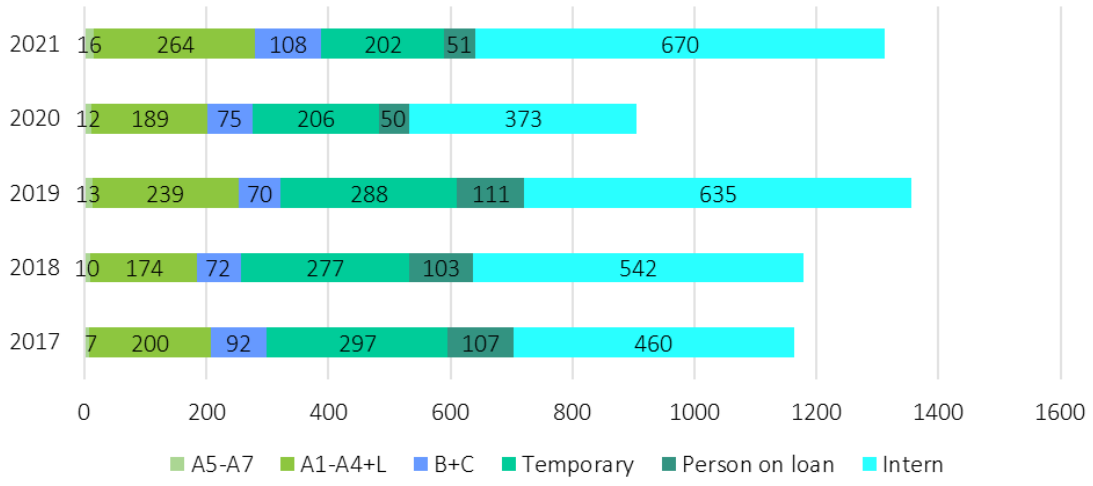
Group A recruitment

This process is applicable where a candidate listed as "Suitable for selection" (Group A), in the context of a competitive recruitment process, is selected to fulfil identical or comparable functions without launching a new selection process.

Simplified recruitment process

The Secretary-General can use this process for specific functions that are not anticipated to be required for the long term, are likely to be best filled internally, must be filled urgently, or are to be filled within the framework of an agreement with a national administration or an intergovernmental organisation.

Figure 11: Appointments by employment category 2016-2021



6.2 Recruitment Process

The competitive recruitment process is the OECD's principle mechanism for talent acquisition. This is a rigorous, competitive assessment and selection procedure that includes corporate checks and balances, ensures a fair, transparent and merit-based selection process taking into account gender and nationality diversity objectives.

3-6 months

Staffing need identified

- Staffing need (key duties/competencies) is identified, taking into account current and upcoming talent needs.
- Ideal candidate's profile, sourcing and outreach strategy, screening procedure and timeline are identified and agreed.
- Job Description (JD) is prepared and translated to post in English and French.

Job description published

- JD is published on the OECD careers site for a minimum of three weeks.
- Targeted advertisement through various sourcing channels: job boards and social media, professional and personal networks, thematic press and other channels relevant to the field.

Application screening

- Candidate longlist is determined.
- Applications are reviewed through CVs and motivation letters, as well as screening questions based on job requirements.

Optional assessment(s)

- Candidate shortlist is determined.
- Types of assessment(s) may include: pre-screening interview by phone or video conference, recorded video interview, written test, psychometric test, assessment centre (required for grade A5+*).

Panel interview

- Composition of panel members must be diverse in terms of nationality and gender.**
- Interview questions: competency-based approach (situational, behavioural, and output-based), breadth and depth of relevant experience, core competencies, technical knowledge, skills, and expertise.

1-3 months

Recommendation/selection

> Candidate reference check is conducted.

> Panel report is drafted to: document the selection process, document the evaluation and result for each interviewed candidate according to their suitability for hire.

Approval

> Validation by the relevant advisory body.

> Review requests for further clarification of the panel report by the the relevant Review Board.

Job offer

> Inform: selected candidate, group A candidates, group B/other candidates.

> Group A candidates: candidates approved for this group for functions up to A4 level may be selected within 24-months for identical or comparable functions, without launching a new selection procedure.***

New hire takes up duty (onboarding)

> New staff member undergoes induction.

> New hire takes up duty after being determined fit to work by the OECD Medical service and once reported external activities have been cleared.

* Assessment centres consist of psychometric tests and a half-day assessment of situation-based competencies.

** Panel composition requirements differ according to the grade of the vacancy. Different rules apply for Grades A4 or below and A5 or above.

*** Appointment of a group A candidate is considered to have been made under the “standard selection procedure”. For grades A5 and A6, additional consultative steps are required before nominating from this group.

6.3 Special Programmes and Other Recruitment Channels

Early-career opportunities

The OECD offers several opportunities to enhance the professional abilities of younger staff and develop a diverse pipeline of talent across the Organisation.

OECD Internship Programme

Throughout the year, the OECD Internship Programme places more than 500 full-time undergraduate and postgraduate students from both OECD member and non-member countries in corporate functions and policy areas. Internships provide the opportunity to acquire and enhance analytical and technical skills through hands-on experience at the forefront of global co-operation.

Young Associates Programme (YAP)

This flagship career programme introduced in 2016 offers recent undergraduates the chance to gain substantive experience in policy-making, research and analysis alongside experts. The programme has a strong development component and is designed to support the Young Associates in their pursuit of postgraduate studies following their 24-month tenure at the OECD.

OECD wide recruitments

Rosters

The OECD publishes several vacancies covering positions in high and continual demand to maintain a roster of suitable candidates who may be contacted as and when needed. Calls for applications to the following rosters are published two to three times a year: assistants, finance and HR positions in directorates, statisticians.

Temporary staff positions

Temporary staff are employed across the Organisation to meet specific needs on a short term, ad hoc basis. They are appointed for a duration of up to two years of continuous service.

Bilateral programmes

Junior Professional Officer (JPO) Programme

The JPO Programme enables OECD countries to place talented young professionals at the OECD, during which time JPOs are encouraged to compete for positions in order to remain at the Organisation. The OECD recruits around ten JPOs annually.

Secondment

Staff on secondment join the OECD on a temporary basis, typically from an international organisation or a national administration (see page 26).

Person on loan (POL)

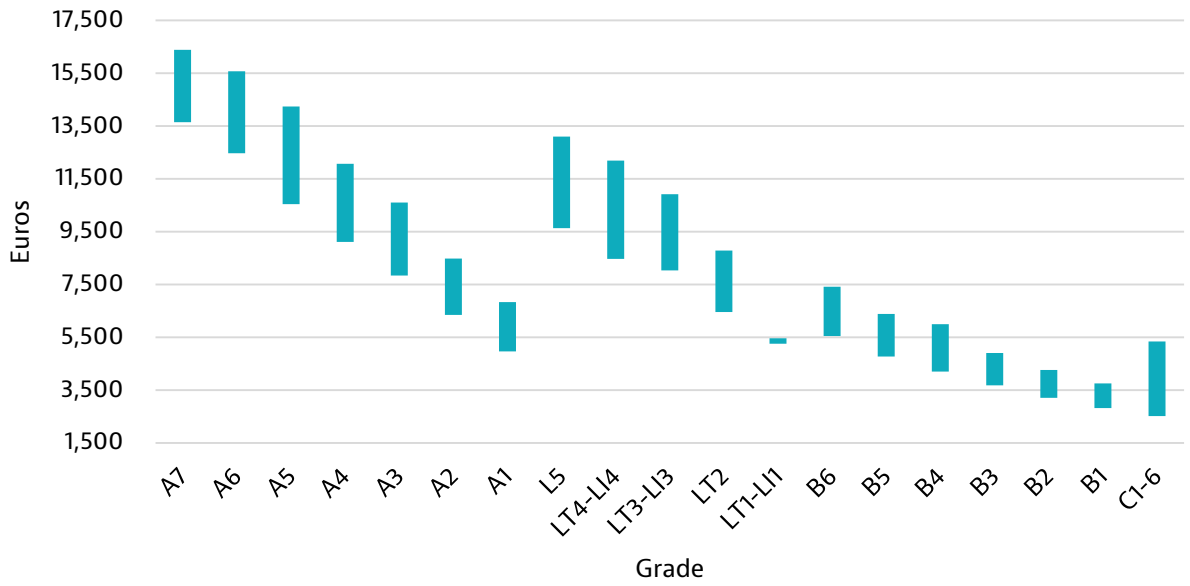
Staff on loan are usually assigned to the OECD on a temporary basis by a public or private institution (see page 27).

7. Pay and Workplace Benefits

7.1 Overview

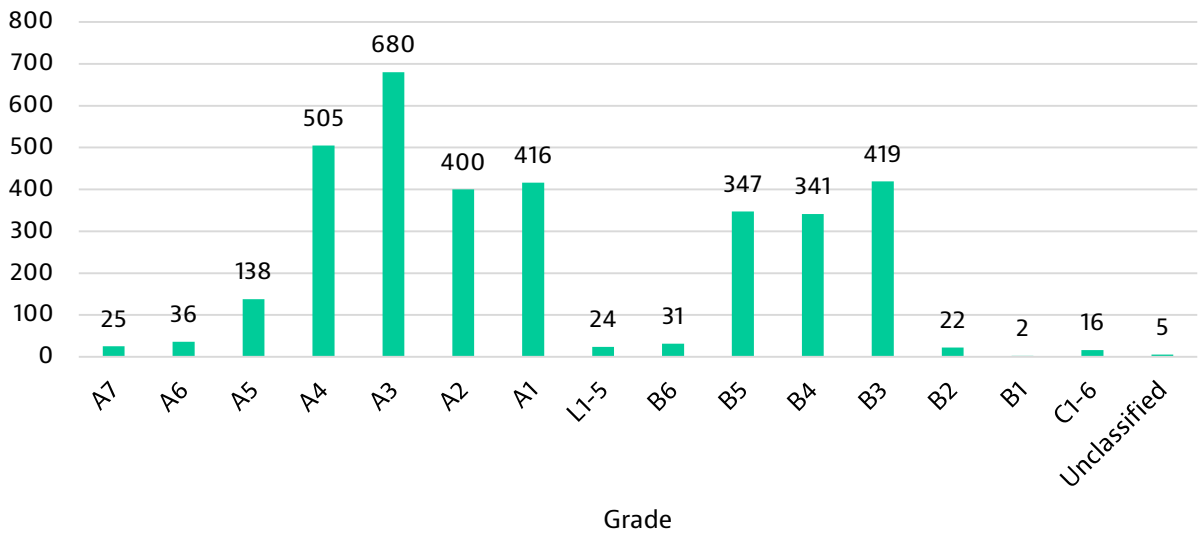
The OECD's remuneration, benefits and allowances package is structured to attract talented individuals from across the 38 OECD member countries.

Figure 12: Monthly salary range by grade 2022



Salary scales, yearly adjustments and allowances are determined through co-ordination with six other international organisations. The OECD's status as an international organisation means that remuneration as an official is exempt from income tax in most member countries.

Figure 13: Headcount by grade



7.2 The Co-ordination System

The Co-ordination System refers to a network of six international organisations that have a common system of remuneration and pensions.

The Co-ordination System comprises three committees: the Co-ordinating Committee on Remuneration (CCR), the Committee of Representatives of the Secretaries/Directors General (CRSG) and the Committee of Staff Representatives (CRP). The objective of the Co-ordination System is to provide recommendations and give advice to the governing bodies of each member organisation on issues concerning salaries and allowances, including:

- basic salary scales, and the method of their adjustment, for all categories of staff and for all member countries where there are active staff
- co-ordinated pension scheme rules (closed at the OECD since 2002)
- the function, the amount and the method of adjustment of the allowances available to officials.

The CCR comprises representatives of each of the organisation's member states. Each member state may nominate one representative to the CCR. Recommendations in the form of reports are made by consensus of the CCR following discussions with the other committees.

The Co-ordination System was established to increase efficiency and avoid the need for separate discussions on such issues within each organisation.

The Co-ordinated Organisations

- The Organisation for Economic Co-operation and Development (OECD)
- The North Atlantic Treaty Organization (NATO)
- The Council of Europe (COE)
- The European Space Agency (ESA)
- The European Centre for Medium-Range Weather Forecasts (ECMWF)
- The European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT)

7.3 Benefits and Allowances

In addition to a base salary (determined by the grade and step at which an official is hired), a number of additional allowances may be granted to OECD officials depending on eligibility.

Workplace benefits available to all staff:

- Exercise classes and access to on-site gym facilities and external sports facilities as a member of ALORA.
- 2.5 days per month paid leave.
- Medical insurance covering staff members and their dependents, paid parental leave and paid sick leave.

Allowances

Expatriation allowance

Time-bound allowance paid monthly to expatriate officials on a decreasing sliding scale.

Installation allowance

A one-off allowance paid to officials with a contract duration of 13 months or more who relocate over 100km to join the OECD.

Family allowances

For officials with a spouse and family living in the same household.

Education allowance

When an expatriated official has children in full-time education up to secondary level and in some cases, post-secondary level.

Leaving allowance

Paid to staff departing the Organisation before ten years of employment in lieu of a pension. After ten years of effective employment as an official, the staff member is entitled to a retirement pension.

Family-friendly policies and programmes

Family-leave policies

Parental leave
Exceptional leave.

Family-related financial entitlements

Premium at birth or adoption
Family allowances.

Medical and social system entitlements

Extensive medical insurance coverage, including maternity-related care.

Flexible-working arrangements policies

Teleworking
Flexible-working policy
Part-time work
Reduced working hours.

Family-related programmes and facilities

Nursing rooms
Crèches/Childcare facilities
Support to expatriate staff including relocation support.

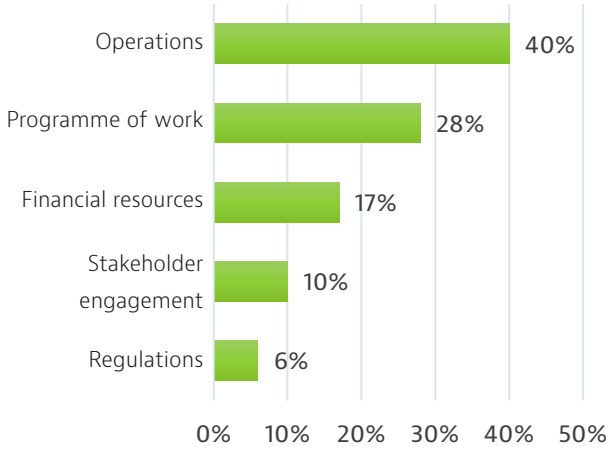
8. Workforce Management

8.1 Overview

The OECD strives to ensure that it is staffed with the ideal mix of skills and diverse profiles to deliver quality outputs for its member countries, while taking into account staff well-being and the external environment. To drive this effort, EXD/HRM has begun to put in place a strategic staffing methodology to support directorates in securing the right people at the right time, as well as anticipating future staffing needs.

In its inaugural year in 2019, the biennial Staffing Strategy exercise aimed to introduce the initiative and familiarise leaders across the Organisation with key aspects of this methodology. The exercise was introduced to move staff management from a reactive, case-by-case approach to a planned endeavour based on recognising staffing needs, identifying solutions for these needs and developing a concrete action plan for implementation. The OECD benefits from this process as it focuses on near- to mid-term efforts and strategies for recruitment, skills development and well-being.

Figure 14: Staffing drivers



The 2021 Staffing Strategy focused around three main areas: skills, diversity & well-being; insights from each of these areas are consistent across directorates.

Figure 15: Staffing needs

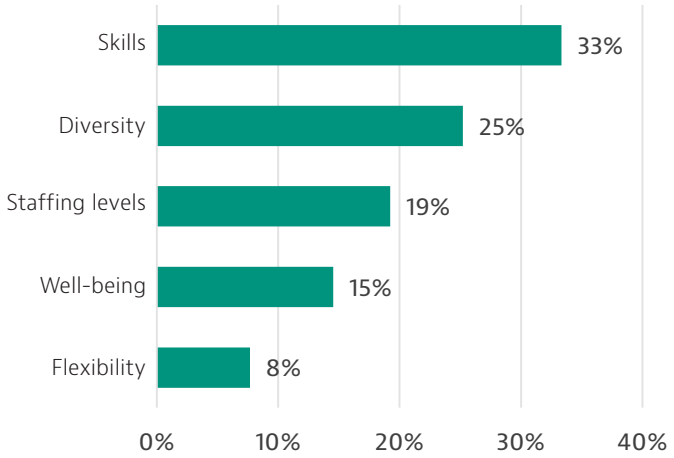
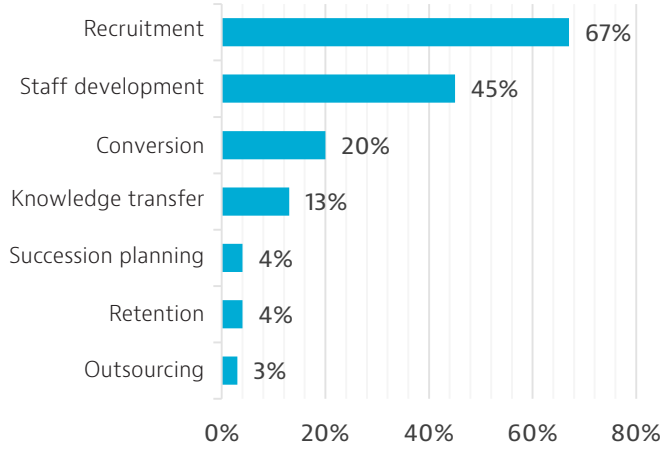


Figure 16: Solutions



8.2 People Review Process

People Review meetings are annual discussions between each OECD directorate and EXD/HRM to review key personnel matters affecting the directorate's workforce, such as contract renewals, performance ratings and overall staff planning.

These meetings include discussion of the directorate-level staffing strategy, HR action plan, and workforce analytics, as part of efforts to ensure a coherent approach to people management across the Organisation.

> A review of workforce analytics that provides data on the evolution of the directorate's
> workforce.
> A review of the directorate's staffing strategy, the development of staffing solutions and an HR action plan for the following year.
> Key staffing proposals, such as contract conversions, exceptional contract extensions and in situ promotions are reviewed against current policies and the directorate's staffing strategy, ensuring alignment with both.

Role of the Corporate Review Group

The Corporate Review Group (CRG) ensures an organisation-wide approach to directorate staffing decisions, in line with the Organisation's strategic objectives. The CRG provides guidance on applying the contract conversion policy and specific conversion proposals, taking into account staffing and skill needs, financial considerations, diversity needs and OECD strategic objectives.

(For information about the mid-year review and the end-of-year review, see page 42.)

December

> Launch of end-of-year review

January to February

> First CRG meeting
> CRG guidance to directorates

February to March

> Directorate People Reviews start with EXD/HRM

March

> End of year review evaluation completed
> People Reviews completed
> Deadline for objective-setting

April to May

> Second CRG Meeting for CRG to review the conversion and exceptional extension proposals from directorates

June

> Appointment decisions that are made are communicated to staff members by the people managers in the directorates

July

> Launch of mid-year review

September

> Mid-year performance review completed
> Intermediate directorate People Reviews start
> Planning for the CRG Meetings for the following year that shapes the organisation-wide workforce strategy

9. Performance Management

9.1 Overview

OECD performance management is output-based and aligned to the Organisation's public-policy business model and status as an international organisation. Annual performance reviews are designed to help staff become more self-aware, determine where their strengths and areas for improvement lie, consider areas for future professional learning and development, and ensure that their work and results are aligned with the OECD programme of work.

- Ensure that the Organisation is future-ready and clearly identify tomorrow's challenges
- Cascade down Organisational goals set out in the OECD's programme of work to the individual level.
- Align the workforce to the Organisation's strategic goals
- Ensure that step increases reflect satisfactory performance
- Obtain a holistic view of performance trends across the Organisation
- Measure progress to date

9.2 Performance Review Cycle

Performance management follows a yearly cycle but line managers are encouraged to continually develop their reports regularly throughout the year.

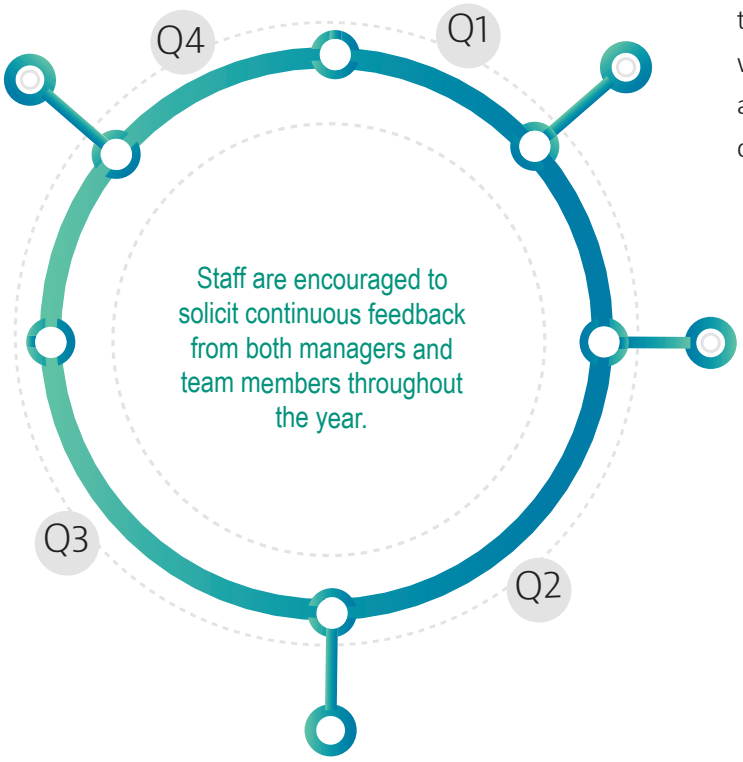
Intermediate People Reviews

Following the mid-year review, intermediate People Reviews are held within each Directorate, in Q4. This meeting includes both the Directorate Senior Leadership team and EXD/HRM. Its purpose it to discuss and plan the Directorates Staffing Strategy (on a biennium basis) and their HR Action Plan (on an annual basis), for the year ahead.

End-of-year review

Individual staff performance for each calendar year is assessed by comparing outputs, accomplishments and behaviours against agreed objectives. This meeting takes place with the staff member's manager in the first quarter of the following year.

Following the completion of each individual review, a People Review is held within each directorate (see page 39). The review meeting typically includes the Director, Deputy Director and senior management team, with the participation of EXD/HRM, which advises on HR questions and workforce planning for the directorate.



Objective-setting

Together with their manager, staff set objectives at the beginning of the year, which can be adjusted throughout the year if needed.

Mid-year review

The mid-year review, which takes place in Q2-Q3, provides an opportunity for staff members to have a conversation with their manager about the progress of their work and to make adjustments as required. This review is mandatory when a manager is considering rating the individual's performance below "successful performance", and is encouraged as a best-management practice in all cases.

9.3 Performance Ratings and Incentives

Outstanding performance	Achieved all objectives and the official's contribution significantly exceeded expectations on several occasions, leading to a noticeable positive impact on one or more processes or outputs. An official who receives this rating is rewarded with an additional step or the choice of five days of additional leave or the equivalent in pay.
Excellent performance	Achieved all objectives and contribution exceeded expectations on at least one occasion.
Successful performance	Achieved all the objectives, or at a minimum achieved most objectives and took all reasonable measures to achieve remaining objectives.
Improvement needed	Neither achieved most objectives, nor took reasonable measures to achieve them. Officials who receives this rating have their step advancement delayed by six months.
Unsatisfactory performance	Neither achieved objectives, nor took all reasonable measures to achieve them. An official who receives this rating receives no step increase and a performance improvement plan is initiated, involving input from the official's manager and EXD/HRM to provide precise and measurable points for improvement.

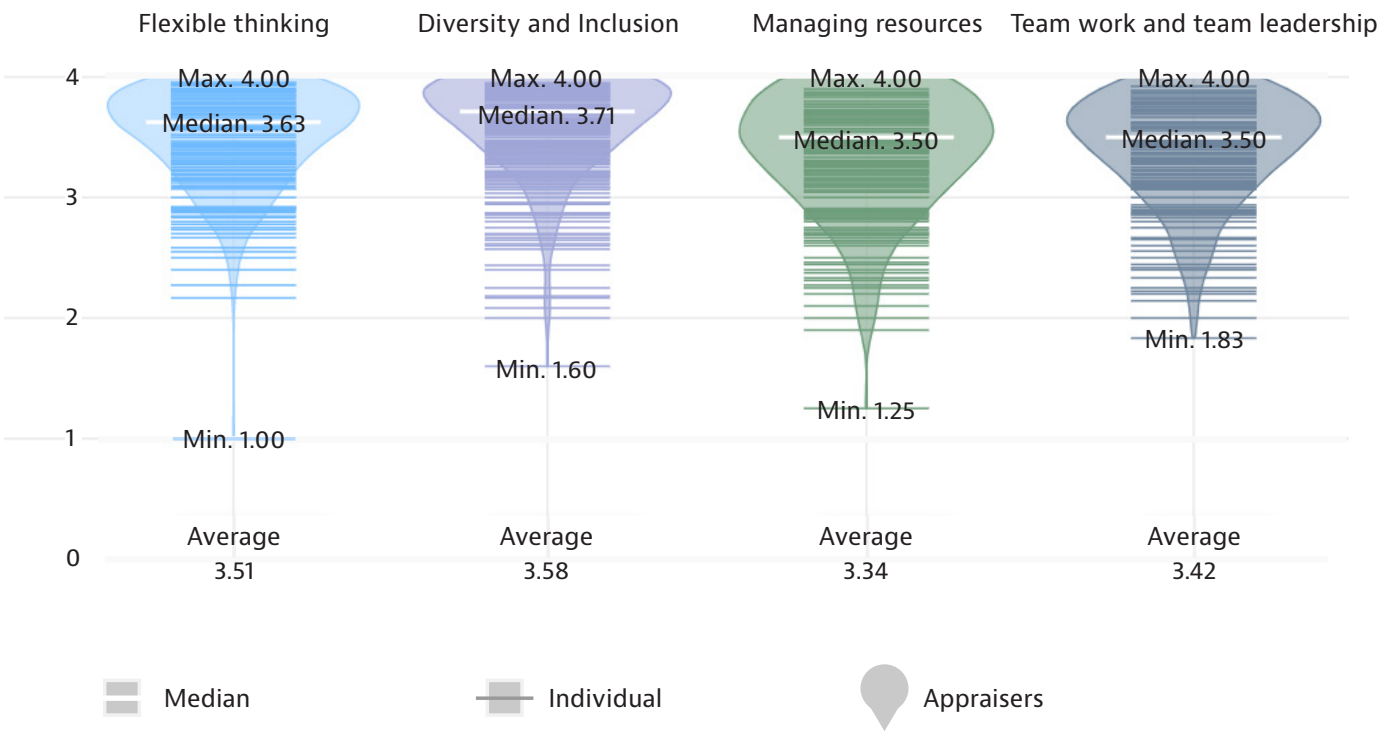
Officials wishing to contest their performance rating can seek an informal resolution with EXD/ HRM. If this is not successful, they can bring their claim before the OECD's internal Re-evaluation Commission.

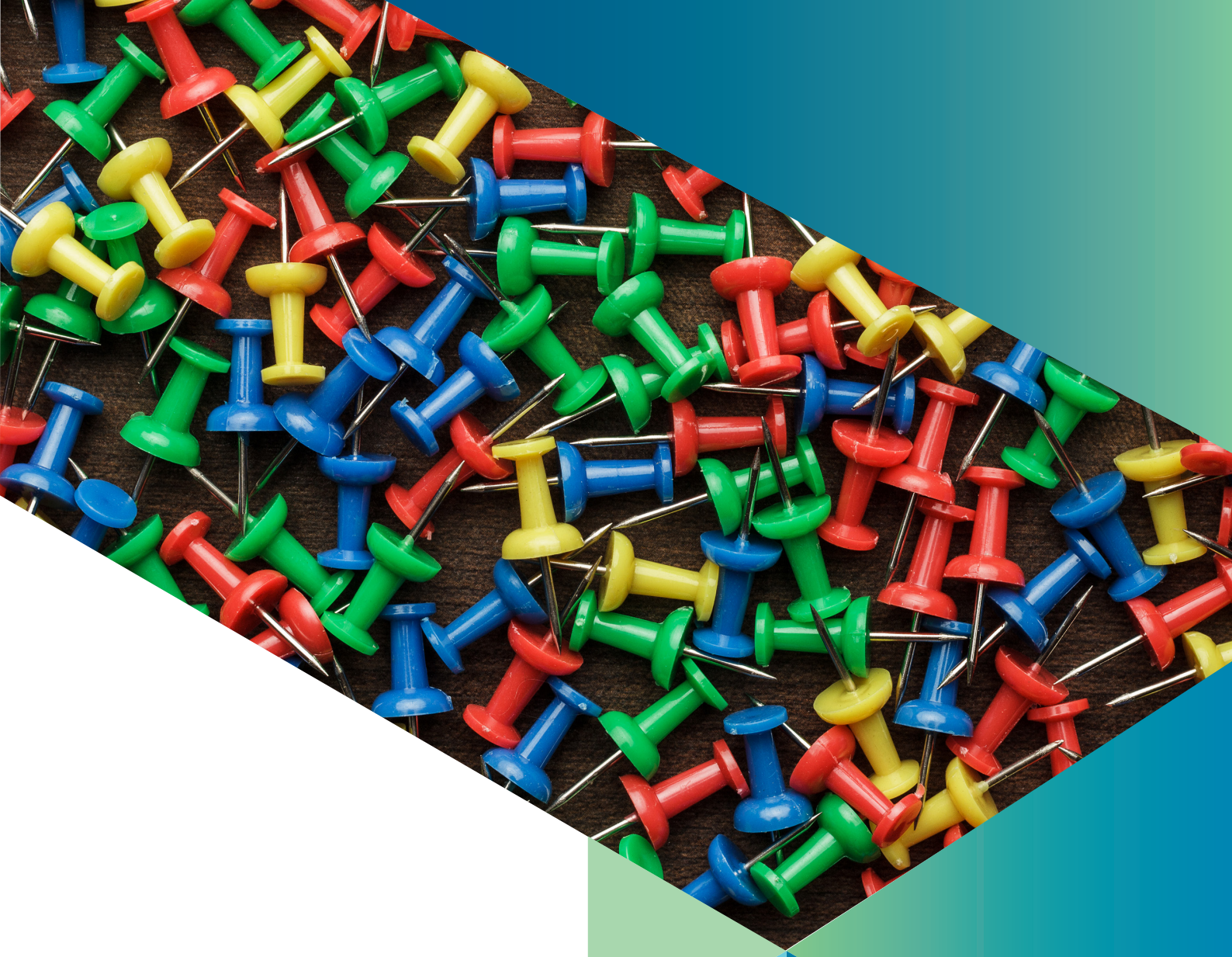
9.4 Upward Feedback

All staff who manage two or more direct reports are subject to upward feedback. The purpose of upward feedback is to increase managers' self-awareness and improve their management skills. In 2021, 90.8% of official staff members were invited to take part, and the overall response rate was 76%, higher than in previous years.

- Anonymity encourages staff to be open and candid.
- A valuable source of feedback from one more perspective.
- Provides a formal channel for staff to voice their opinions.
- Contributes to a more holistic perspective on trends in management behaviour across the OECD.

Figure 17: Individual distribution of ratings





10. Learning and Development

10.1 Overview

The OECD's learning and development offering is designed to nurture a culture of continuous learning, prepare staff for a rapidly changing work environment and equip them to deal with evolving skill requirements, while also empowering them to develop their own careers. OECD staff can choose from a broad range of in-house training opportunities to support their professional development, including a variety of modular learning activities and on-site, blended or online resources.

Delivering skill-centric development opportunities

Culture

Promoting a culture of lifelong learning to develop adaptability and support learning, unlearning and relearning.

Connected

Building capability through connected and self-directed learning.

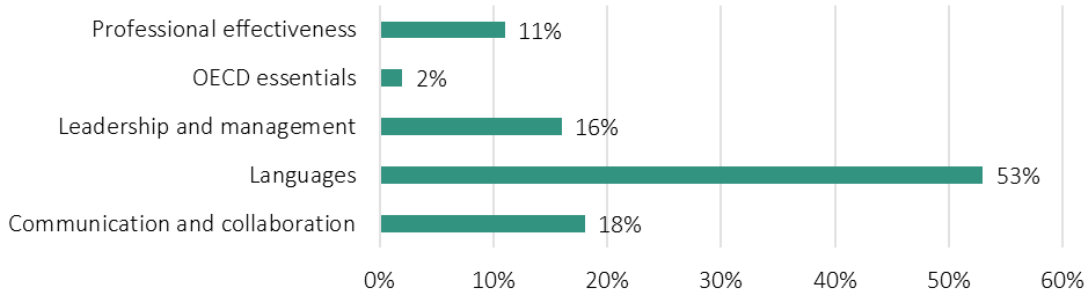
Flexible

Providing OECD staff members with flexible, attractive and relevant learning opportunities anywhere, anytime.

Annual learning numbers

- **1 211** unique learners
- **13 750** hours of interpersonal, language and management training
- **31%** percentage of staff engaged in interpersonal, language and management training
- **2.7** modules on average per participant

Figure 18: Percentage of hours spent by training topic



10.2 Learning and Development Portfolio

The learning portfolio available to staff has evolved into shorter, more modular learning resources in a variety of modalities. This broadens the range of development opportunities available to staff members and targets content to their needs, while also offering enough flexibility to present continuously fresh and relevant resources.

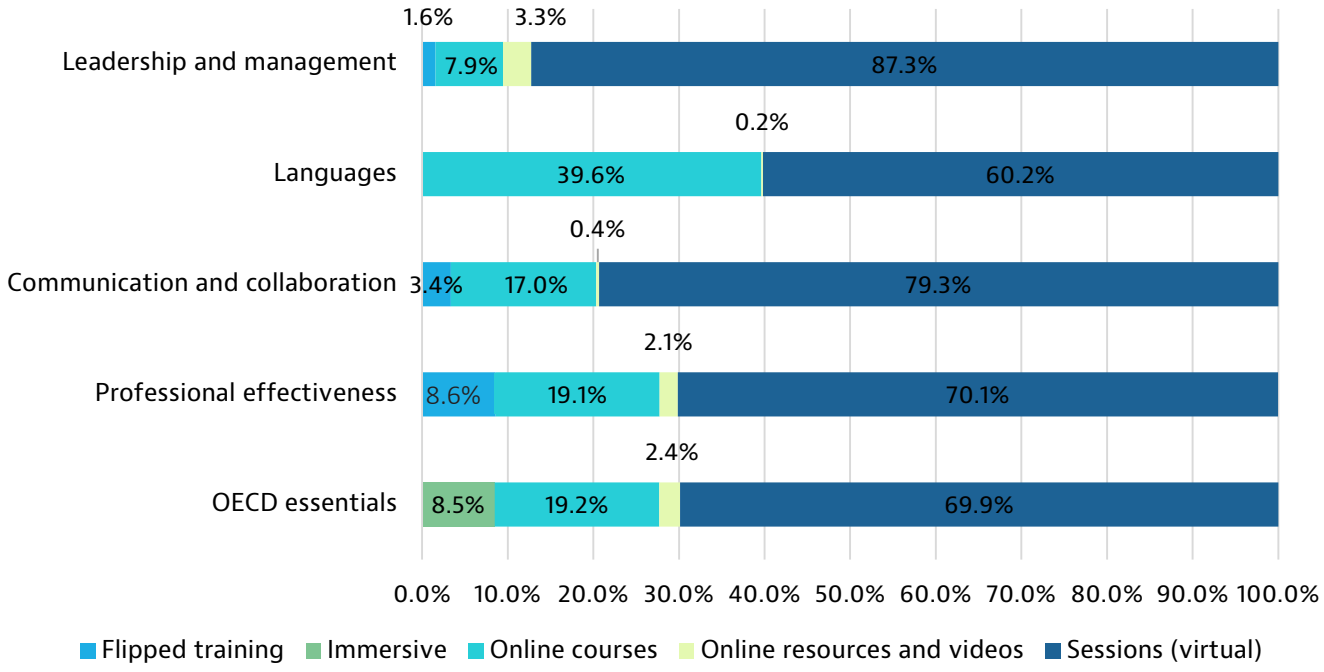
Webinar/audiocast (online resources): This type of training is delivered online through one-way broadcasts, often pre-recorded.

Classroom learning: This type of training is instructor-led. It is highly interactive by nature and well adapted to complex topics.

Immersive learning: This type of training is delivered online to offer an immersive experience into real-life scenarios and help develop skills through simulation.

E-learning: This type of training is delivered online and may include some interactive components.

Figure 19: Learning methods



In total, 73% of learning hours were delivered virtually (e-learning) and 21% were online classroom courses.

Learning and Development Portfolio

The OECD's learning and development portfolio comprises five training themes, outlined below. Each of these themes is linked to the Organisation's 15 Core Competencies, which are grouped into three clusters: delivery-related, strategic and interpersonal (see page 25).

Communication and collaboration

Example: Writing short documents

This training provides guidance on how to plan and structure short documents up to 5 pages for different audiences to help them quickly and easily understand key messages.

Languages

Example: Mobile learning for languages

Through an app (Busuu), staff can learn English and French anywhere and anytime, on their laptop, tablet and mobile.

Professional effectiveness

Example: Boost your self-confidence and build a growth mindset

This workshop teaches staff to recognise and identify self-limiting thoughts and beliefs which prevent them from reaching their full professional and personal potential.

OECD essentials

Example: Disability awareness and inclusion in the workplace

This interactive training session aims to raise awareness and facilitate an inclusive and respectful working environment for all. It covers awareness principles, common biases, inclusive practices and skills based scenarios.

Leadership and management

Example: Adaptive leadership: mobilising for change

This module is part of a range of leadership workshops designed to equip team leaders to tackle the daily challenges of being a leader.

10.3 Leadership Development Programmes

The OECD recruits officials who embody the highest standards of competence and integrity. At management levels, other qualities become equally important to organisational success. Which is why the OECD offers programmes such as the Emerging Leaders Programme (ELP) and the Global Management Academy (GMA), events designed to help build resilient and forward-thinking managers, who are attuned to the needs and development of their organisation and staff.

The OECD works in collaboration with the Wharton School of the University of Pennsylvania to offer these programmes for senior and middle-level managers who have shown potential to assume higher levels of responsibility in the near future, and for recently appointed senior managers with limited management experience.

Feedback from participants ensures the learning outcomes evolve and remain applicable to the leadership challenges faced by participating organisations. Over the years, Wharton and the OECD have collaborated to bring in new faculty and content, and returning faculty have tailored their sessions to evolving participant needs. Previous programmes have covered the topics such as:

> "Decision-making for Managers and Policy Makers" taught by Professor Joe Simmons, PhD.
> "Emotional Intelligence" taught by Professor Dafna Eylon, PhD.
> "Performance Management and Developing Talent" taught by Professor Peter Cappelli, DPhil.

ELP in numbers

457 Graduates: 127 OECD participants and 330 participants from other international organisations.

59 Executive leadership: 59 of the OECD participants are currently serving in executive leadership roles.

54% Female: 68 of 127 internal participants were women, 31 are now in senior management positions.

GMA in numbers

96 Graduates: 56 OECD participants and 40 participants from other international organisations.

57% Female: 32 of 56 internal participants were women.

The ELP and GMA have emerged as a global forums for the exchange of ideas and best practice across the broad international organisation community. With 11 cohorts for the ELP and two cohorts for the GMA and participants from more than 22 international organisations building a unique peer-learning community that is able to challenge practices in their respective areas of expertise.

10.4 Management Development

The evolution of the OECD's corporate structure towards more agile forms of working, less hierarchical structures and a stronger emphasis on collaborative teams raises the following challenges for managers:

- a higher demand for social and emotional skills, such as leadership and managing cross-functional teams
- an increasing demand for higher cognitive skills, such as those related to analytical thinking (processing and interpreting complex information) and flexible thinking or alternative approaches, such as design thinking.

The OECD strives for management excellence. Its management training offering is constantly evolving, with courses covering the following skills: managing resources/behavioural finance, collaborative leadership, collective well-being/stress prevention, influencing skills, developing talent/inclusive leadership, conflict management, and so on. Examples include:

Becoming an inclusive leader:

- Identifying and leveraging your signature strengths
- Reflecting on how it relates to your management style
- Embracing the diversity of perspectives in your team and nurturing it as an advantage.

Coaching teams to success:

- Raising awareness on key principles and techniques that increase trust and team spirit at individual and collective levels
- Developing communication skills as an appreciative and motivational tool that encourages the team to learn and grow (effective delegation, building trust, giving and receiving feedback, evaluating work performance)
- Increasing confidence in leading teams to success and exploring relevant coaching strategies to maximise team performance.

Leading hybrid teams:

- Clarifying the specificities and challenges of managing hybrid teams (with both on site and remote team members)
- Identifying how to manage each employee's performance and well-being at work
- Identifying how to support collective spirit and effectiveness.

Leading your team in a challenging environment:

- Identifying the main causes and consequences of stress
- Exchanging with other managers on best practices for reacting to complex situations
- Identifying actions to take care of your team while building a dynamic environment to reinforce your own resilience.

In addition to these virtual and remote workshops, a number of self-paced learning resources are available to new and experienced managers, including training on emotional intelligence, leadership communication, organisational behaviour, organising for innovation and design thinking.

11. Workplace Well-being

11.1 Overview

Well-being and effectiveness at work are intertwined. The OECD is committed to the well-being of all of its employees and has developed a number of policies over time to protect, support and increase organisation-wide well-being. Managers play a critical role in creating a work environment that supports and empowers staff to manage their own well-being, ensuring a better work-life balance and engagement.

With the support of the Health, Safety and Working Conditions Sub-Committee (HSWCS), a range of different tools have been put in place to help monitor and improve the working conditions of OECD staff. The OECD is committed to its efforts to increase staff well-being and work-life balance in order to remain an attractive and supportive employer.

Policies and programmes for a better work-life balance

- Teleworking
- Part-time work
- Stress-management training programmes
- Medical prevention programmes
- Flexible hours
- Home leave
- On-site well-being practitioners
- Pilates classes

Family-friendly policies and programmes

- Maternity leave
- Breastfeeding rooms
- Access to childcare
- Parental leave
- Family allowance

11.2 An Integrated Approach

Three main drivers promote a true culture of well-being: information that is accessible and available organisation-wide; staff interest in improving their well-being; and encouragement from managers to become involved in well-being activities.

As part of its well-being Action Plan, the OECD is focusing on four key pillars.

Preventative measures

These measures include disease prevention programmes, such as breast cancer screening and flu vaccinations, run every year.

Physical activities

These activities are organised in partnership with ALORA and other partners.

Nutrition

Proper nutrition is available through the caterers who supply the meals and snacks offered at our canteens and restaurant.

Well-being activities

These activities cover emotional, mental and material well-being.

Contacts within EXD/HRM

- HR business partners
- HR operations middle office in charge of the well-being policy
- Medical and psychosocial service
- Advisors, who provide psychological support to staff members.

Contacts external to EXD/HRM

- The HSWCS, which monitors questions of health and safety on OECD premises
- The Staff Association, which provides support and advice to staff members
- Mediators, who help staff solve interpersonal conflicts
- Managers.

11.3 Mental Health and Support Services

Mental health services are provided to OECD staff members via the medico-social team in EXD/HRM. The psychosocial team comprises one psychologist and one social advisor. Services are available in French and English. These services are reinforced by the availability of a psychological support network of specialised psychologists working around the world in 20 different languages. In light of the COVID-19 health crisis, bilingual psychological support has also been made available 24/7 to staff and their household members by this specialised partner via a dedicated helpline.

In addition, EXD/HRM offers specific training programmes for both managers and staff on preventing and coping with stress and work pressure. Examples include:

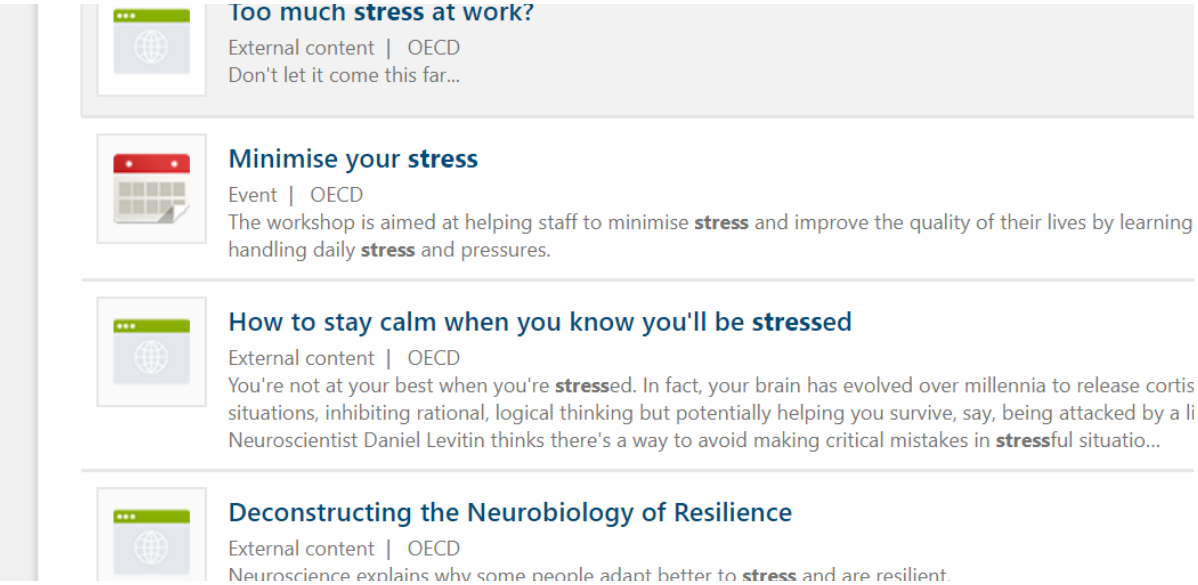
Online resources

- How to stay calm when you know you'll be stressed
- Deconstructing the neurobiology of resilience
- Too much stress at work?

Workshops

- Minimise your stress
- Enhancing your resilience
- Leading your team in a challenging environment.

Examples of training available to staff through the OECD talent portal:



12. Institutional Framework

12.1 Overview

The legal framework for people management at the OECD is primarily defined in the OECD ***Staff Regulations, Rules and Instructions***, which set out the fundamental conditions of service for staff and procedures, processes and bodies for people management. The Code of Conduct supplements and further illustrates the ethical obligations of OECD staff members. Together with a range of supporting policies, these instruments address all aspects of people management at the OECD, including:

> Ensuring the adherence and promotion of the highest ethical standards across the Organisation.

> Clear expectations of performance objectives aligned to the delivery of outputs in the Programme of Work and Budget (PWB) and clear processes for performance management.

> Transparent and competitive processes for the recruitment of officials with the highest level of competence and integrity while ensuring workforce diversity.

> Learning and development programmes to ensure that staff are equipped to adapt to the OECD's changing needs and maintain standards of management excellence.

The Organisation often engages with stakeholders on its people management policies. Amendments to the ***Staff Regulations and Rules*** are subject to the approval of the OECD Council, after review by the Executive Committee and following statutory consultation with the Staff Association. Regular reports on OECD staff profile statistics, national and gender diversity, recent and upcoming senior vacancies, and other HR policy-related issues are also presented regularly to the Executive Committee and the Council.

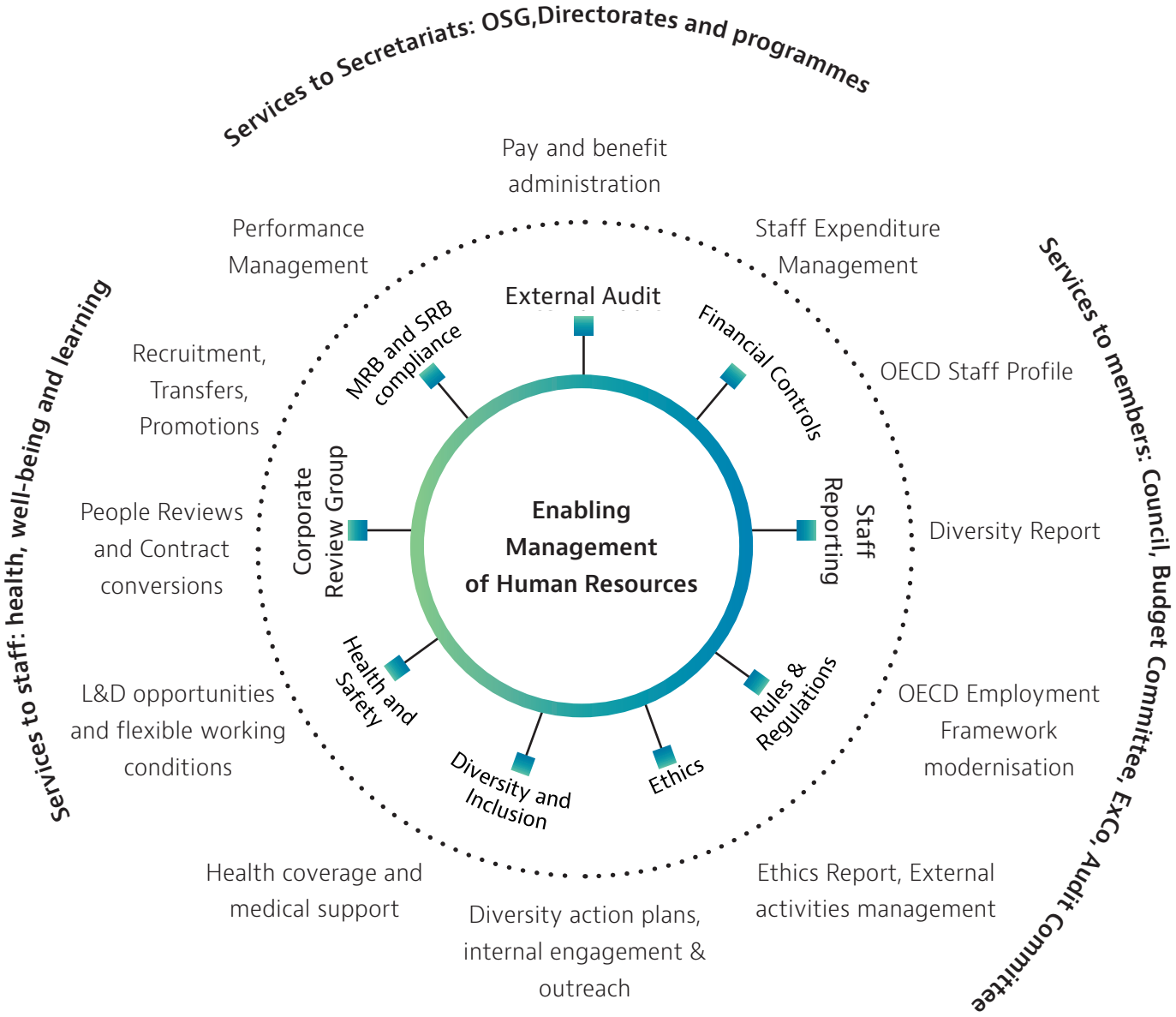
12.2 HR Management Services

Within the Executive Directorate, EXD/HRM develops and oversees the implementation of policies, programmes and services in all areas of people management. HR management services collaborate closely with the following key stakeholders to achieve strategic goals:

> **Office of the Secretary-General:** by providing advice and leadership on strategic and corporate people-related matters, together with the Executive Director.

> **Directorates:** by offering professional HR advice and service delivery.

> **OECD staff:** by providing a wide-range of services and support.



12.3 Corporate Oversight Bodies for People Management Processes

Several corporate oversight bodies supervise and advise on the conformity of key people management decisions so as to ensure the highest standards of compliance and integrity in OECD people management.

Corporate Review Group (CRG)

Members: OECD Chief of Staff (Chair), Executive Director, three directors

Mandate:

The Corporate Review Group (CRG) gives advice on the application of the Contract Conversion Policy and the extent to which specific conversion proposals are in line with the long-term interest of the OECD. The CRG reviews each directorate's staffing strategy, specific conversion requests and exceptional extension proposals, and staffing and financial profiles, and makes recommendations to the Head of HRM and the Secretary-General. The CRG may also make additional directorate-specific recommendations, to ensure the Organisation is able to meet its staffing needs and retain the most talented officials.

Management Review Board (MRB)

Members: A Deputy Secretary-General (Chair), other Deputy Secretaries-General, Executive Director of the International Energy Agency (IEA) or its Deputy Executive Director (for cases concerning functions within the IEA), Executive Director, Chief of Staff, Head of Human Resource Management.

Mandate:

The Management Review Board (MRB) is a mechanism provided by the OECD *Staff Regulations* to ensure the promotion and implementation of fair and ethical processes across the Organisation. It assures that senior recruitment processes are compliant, that candidates are treated fairly and that proposed reorganisations align structure, capabilities and budget.

Staff Review Board (SRB)

Members: Executive Director (Chair), the chair selects four members to sit on the Board from among the officials nominated by the Secretary-General (two nominated directly by the Secretary-General and two proposed by the Staff Association).

Mandate:

The Staff Review Board (SRB) reviews the panel report and the proposed nominee for a role submitted by the Client Services Group for clearance. The role of the SRB is to ensure the selection process is in line with the Organisation's policies and procedures. The SRB members may also consult the CVs of the shortlisted candidates, and the successful candidate can only be contacted after the SRB has approved the nomination.

12.4 Engagement with Members

The Organisation regularly engages with OECD members on people management policies and practices via the Council, the Executive Committee (ExCo) and, when needed, the Budget Committee (BC) and Audit Committee (AC).

Council

The Council is the highest body of the OECD and is chaired by the Secretary-General. It provides a whole-of-government view in shaping the Organisation's future directions, and making decisions on key policy and strategic issues for the Organisation.

Executive Committee

The The Executive Committee (ExCo) assists the Council in preparing its discussions and decisions on reports and proposals written by the substantive committees. It also advises the Council on preparations and follow-up to the ministerial meetings of OECD bodies and on committee structures, mandates, and evaluation. The ExCo advises the Council on strategic issues and priorities, including those regarding the management and operations of the OECD, where these fall within the competence of the Council and are not covered by other substantive committees.

Budget Committee

The Budget Committee (BC) assists and advises the Council on Programme of Work and Budget (PWB) preparations, including Programme of Work priorities and the budget envelope. The BC monitors the implementation of the agreed budget and the allocation or reallocation of financial resources, and assists the Council in preparing for discussions and decisions on elements of the integrated management cycle. The BC also oversees the Medium-Term Orientations survey, the Programme Implementation Report exercise reporting on the delivery of Output Results in the PWB, and reviews the External Auditor's Report on the Financial Statements.

Audit Committee

The Audit Committee (AC) reviews the independence and effectiveness of internal and external audit. It reviews the work programmes and monitors management's implementation of the recommendations of both audit functions. The committee comprises six members from permanent delegations of member countries, including the BC Chair ex officio and three experts from the Supreme Audit Institutions of member countries.

*Definitions on this page are taken from: Management, administrative systems and control framework of the OECD—Secretary-General's update 2020.

12.5 Engagement with Internal Stakeholders

Ongoing engagement with our internal stakeholders is key to building management practices that have been reviewed and tailored to suit the needs of staff at the OECD. Our relationship with the Staff Association is deeply valued and ensures that we build stronger policies.

Staff Association

The Staff Association represents all categories of staff. It defends their professional interests, including moral and financial aspects. The Staff Association is consulted by the Secretary-General on any proposed Regulation, Rule or Instruction and on any other proposed measure of a general and mandatory nature which would change the conditions of employment of the staff as a whole or of a category of staff.

OECD
Staff Association
Association du personnel
de l'OCDE

Several interest groups have been established within the Organisation. Consultation with each of these groups helps ensure that OECD staff policies are both cutting-edge and in line with best practices. These include:

> **Senior Resource Management Advisors Consultative Group:** This group enables better communication of existing HR policies and processes to ensure a respectful and inclusive working environment for all staff.

> **ALORA:** An association that brings together active and retired OECD staff, OECD Delegation staff and the families of both to participate in cultural, learning, social and sports activities.

> **Other groups:** DICE, Finance Community, GLOBE, Intern Circle, Statistician's Network, Women's Network and Women's Network for Temporary Staff.

13. Conflict Prevention and Resolution

13.1 Procedures and Relevant Bodies

To ensure a harmonious and positive working environment, all staff, including managers, are encouraged to resolve conflicts promptly and amicably.

Staff may seek support and advice from their management and/or their directorate's Resource Management Advisors. EXD/HRM business partners and several specialised services, including professional mediation services, the medical service and psychosocial advisors, are also available to assist staff alongside the Staff Association.

Mediation services are available for current and former OECD staff members. Mediation emphasises three key principles: confidentiality, neutrality and independence. The services exist to encourage the early and amicable resolution of conflicts.

Alongside the various informal and managerial means for preventing and resolving conflictual situations, the OECD provides means of formal dispute settlement. Administrative decisions made by the Organisation can be challenged by staff according to the processes and timelines set out in Staff Regulation 22 and Annex III to the ***Staff Regulations, Rules and Instructions***.

By virtue of the OECD Convention, its Supplementary Protocols and a number of specific agreements, the OECD enjoys, in its member countries, immunity from every form of legal process, including in relation to employment disputes.

Consequently, the Organisation provides internal avenues for the resolution of employment-related disputes. These are set out in the ***Staff Regulations, Rules and Instructions*** applicable to Officials of the Organisation. OECD staff shall exclusively use these internal avenues in the event they wish to challenge decisions of the Organisation that they believe may negatively affect their individual situation.

In addition, the new Conflict and Harassment Prevention and Resolution Policy set out in Annex XX to the ***Staff Regulations, Rules and Instructions*** came into effect on 1st October 2021.

The Policy prohibits harassment and other inappropriate behaviour that is offensive or may create an atmosphere of hostility or intimidation in the work environment. It establishes procedures, both informal and formal, to assist staff in finding effective ways to deal with behaviour they find inappropriate and resolve their concerns and prescribes the respective roles and responsibilities within the Organisation in preventing and addressing such behaviours and in maintaining a respectful work environment.

For any questions staff can contact their CMU, RMA, HRBP or reach out to the mediators through their contacts here.

13.2 Internal Justice System

Administrative review

Administrative review is the first step in the formal grievance process and may take one of three forms:

Prior written request to the Secretary-General

Officials, former members of staff or duly qualified claimants to the rights of members of staff may ask the Secretary-General to modify or withdraw a decision they consider prejudicial to themselves. A prior written request for withdrawal or modification of a contested decision must be addressed to the Secretary-General within two months from the notification of such a decision (this time limit is extended to four months for officials residing outside of France).

If the Secretary-General rejects the request, or has not responded within a month, the contested decision may be challenged directly through an application to the OECD Administrative Tribunal.

Re-evaluation Commission

In the event that an official wishes to contest a decision relating to their performance evaluation, periodic advancement or job classification, they must necessarily submit their claim to the Re-evaluation Commission within two months of the written notification of the decision concerned. This is a compulsory step before filing an application to the OECD Administrative Tribunal.

The Commission is composed of three OECD officials, including a chair, appointed by the Secretary-General. It will examine the claim, hear the official concerned (if the official so wishes) and hand in a recommendation to the Secretary-General. The decision taken by the Secretary-General following the recommendation of the Re-evaluation Commission may be challenged directly before the OECD Administrative Tribunal.

Joint Advisory Board

An official may request that a dispute be referred to the Joint Advisory Board (JAB) instead of issuing a direct request to the Secretary-General to modify or withdraw a decision. The role of the JAB is to advise the Secretary-General on any individual dispute arising from an administrative decision which officials consider inequitable to them or contrary to the terms of their appointment or the provisions of the *Staff Regulations, Rules and Instructions*. Referring a matter to the JAB is optional and may be done within six months of the notification of the decision being challenged.

The JAB is composed of an external chair and six peer members: three officials appointed by the Secretary-General and three officials designated by the Staff Association. The decision taken by the Secretary-General upon receipt of the opinion of the JAB may be challenged directly before the OECD Administrative Tribunal.

OECD Administrative Tribunal

An Official may challenge any individual decision adversely affecting them before the Administrative Tribunal within three months of the notification of the decision taken by the Secretary-General following either the request for withdrawal or modification of the contested decision, the recommendation of the Re-evaluation Commission, or the opinion of the JAB.

The OECD Administrative Tribunal is composed of three judges and three deputies from outside the Organisation. They are selected from a group of persons of proven impartiality, who are jurists or otherwise highly qualified in labour law or civil service law. They are of different nationalities and their selection ensures that the main legal systems of the Organisation are represented.

The OECD Administrative Tribunal is an adjudicatory body. This means that its decisions are final and shall be binding to the Organisation.

14. Acronyms, Resources and Figures

14.1 Acronyms and resources

Directorates, programmes and services

CFE	Centre for Entrepreneurship, SMEs, and Regions and Cities
CTP	Centre for Tax Policy and Administration
DAF	Directorate for Financial and Enterprise Affairs
DCD	Development Co-operation Directorate
DEV	Development Centre
ECO	Economics Department
EDU	Directorate for Education and Skills
ELS	Directorate for Employment, Labour and Social Affairs
ENV	Environment Directorate
EXD/DO	Executive Directorate
EXD/CSI	Conference, Security and Infrastructure, Executive Directorate
EXD/DKI	Digital, Knowledge and Information Service, Executive Directorate
EXD/HRM	Human Resource Management, Executive Directorate
EXD/PBF	Programme, Budget and Financial Management, Executive Directorate
FATF	Financial Action Task Force
GOV	Public Governance
GRC	Global Relations and Cooperation Directorate
IEA	International Energy Agency
ITF	International Transport Forum
MOPAN	Multilateral Organisation Performance Assessment Network
NEA	Nuclear Energy Agency
PAC	Public Affairs and Communications Directorate
PARIS21	Partnership in Statistics for Development in the 21st Century
SDD	Statistics and Data Directorate
SGE	General Secretariat
SKC	Centre for Skills
STI	Directorate for Science, Technology and Innovation
SWAC	Sahel and West Africa Club
TAD	Trade and Agriculture Directorate
WISE	Centre for Well-Being, Inclusion, Sustainability and Equal Opportunity

Others

ACO	Advisory Committees to OECD
ADP	Staff Association
ASS	Associations
RPS	International Service for Remunerations and Pensions

Resources

ALORA

Code of Conduct for OECD Officials

Competency Framework

DICE

Diversity Report 2020

GLOBE

Intern Circle

Mediators

Medical Service

New Employment Package

Psychosocial Services

Women's Network

2018 Well-Being Survey

Staff Association

Staff Association Working Group on Diversity

Staff Regulations, Rules and Instructions applicable to Officials

Staff Regulations, Rules and Instructions applicable to Temporary Staff

Temporary Women's Network

Temporary Staff Network

Group on Parenthood

Last update: September 2022

14.2 Figures

Figure 1: All staff by category 4
Figure 2: All staff by age group 6
Figure 3: OECD all staff by tenure 6
Figure 4: Gender representation for all staff by job family 7
Figure 5: Member country headcount among officials, as of 31 December 2021 8
Figure 6: Requests to engage in external activities 12
Figure 7: Diversity and inclusion at the OECD timeline 14
Figure 8: Women in A grades 18
Figure 9: Staff turnover by year 23
Figure 10: Age at time of recruitment 24
Figure 11: Appointments by employment category 2016-2021 29
Figure 12: Monthly salary by grade 34
Figure 13: Headcount by grade 34
Figure 14: Staffing needs 38
Figure 15: Staffing drivers 38
Figure 16: Solutions 38
Figure 17: Individual distribution of ratings 44
Figure 18: Percentage of hours spent by training topic 46
Figure 19: Learning methods 47

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