

WTO Secretariat People Strategy 2024-2027

Embrace a nurturing people culture that promotes excellence and distinctive expertise

Context

2022 and 2023 were tumultuous years for the world economy and for global trade. Even as the COVID-19 pandemic began to recede, the international community was tested by one crisis after another, from persistent inflation to climate shocks, food insecurity, and both civil and interstate conflict.

Nevertheless, at the WTO's 12th Ministerial Conference (MC12), Members came together across geopolitical and substantive differences to deliver a series of ministerial decisions on fisheries subsidies, food security, pandemic response and e-commerce, proving that the multilateral trading system can meaningfully contribute to solving global challenges. MC12 also saw a commitment to WTO reform, with Members agreeing to undertake a comprehensive review of the WTO's core functions to ensure the institution remains fit for purpose.

Within the Secretariat, building on progress made and gearing up for the years ahead, strategic directions were set for three interrelated change processes.

1. A Secretariat Vision, announced in July 2023, and development of a Secretariat Strategy 2030 is underway, setting out the priorities and actions for the Secretariat in the years ahead.
2. Other elements of the Secretariat's Transformation exercise were implemented and are continuing, including a digital transformation, aiming to create a work environment where all staff can thrive and are best prepared to meet the needs of Members.
3. Steps are being taken to review the Organizational Structure and ensure that resources are deployed where they are most needed, particularly in rapidly growing areas of our work.

In addition to internal change drivers, global mega trends are impacting people management everywhere. The significant and sudden shift towards remote working, brought about, in part, by the COVID-19 pandemic, has accelerated digitization, automatization and technological transformation, and has fundamentally changed ways of working. As Secretariat staff experience these new realities as well as other challenges in their daily lives, maintaining wellbeing and harmony between professional and personal commitments is more important than ever. This

requires a people-centred approach to policies and practices. At the same time, the pace of global changes also requires staff who are agile and open to change.

In this evolving context, the WTO Secretariat People Strategy has been developed. Aligned to, and enabling delivery of, the forthcoming Secretariat's Strategy 2030, it sets out how staff members of the Secretariat will be supported and empowered to contribute towards the ultimate vision of building a better world for people through global cooperation and rules-based international trade.

More than ever before, the WTO is called upon to adapt and remain a trusted and reliable forum for dialogue and cooperation among Members. This Strategy aims to anticipate future needs and ensure that our Human Resources team continues to play an integral and strategic role in enabling delivery of the Secretariat's vision and strategy and maximizing the potential of a talented, resilient workforce, working in a safe and supportive environment.

Increasingly, change processes put people at the centre, as does this Strategy. This people-centred approach will guide how we shape policies, design systems and serve our staff. It is an essential building block towards delivery of the five strategic pillars identified in the Secretariat's strategy and establishment of a value-driven culture, collaborative working relationships and ultimately successful delivery of the WTO mandate.

The People Strategy will be aligned with the Secretariat's 2030 Strategy under development and operationalized through our annual divisional workplan to ensure that it remains a live document, adjusting and responding to emerging priorities as they arise.

The Staff Council Strategy is attached as an annex to this document.

Vision and Priorities









Our Vision

Embracing a nurturing people culture that promotes excellence and distinctive expertise

The new WTO Secretariat strategy calls on the organization to 'embrace a nurturing people culture that promotes excellence and distinctive expertise in an inclusive environment where all staff can thrive and grow, including through continuous learning and skills development'. This is reflected in the vision for the Human Resources Division (HRD).

Strategic Priorities

We have established eight strategic directions for people management at the WTO Secretariat to guide our work from now until 2027. These strategic priorities reflect the major areas of our day-to-day work.

	Establishing effective and efficient talent acquisition and deployment practices across the Secretariat
	Skilling and promoting staff members' development to deliver on the Secretariat Strategy
	Leveraging data driven HR decision-making and process optimization
	Designing and upholding processes grounded in a modern, legally-sound, accessible policy framework
	Ensuring that benefits and entitlements are administered promptly, fairly and equitably
	Positioning the Secretariat as an organization committed to diversity, equity and inclusion of all staff
	Ensuring the wellbeing of staff through optimal medical coverage, staff wellbeing initiatives and social security provisions
	Strengthening the Secretariat's performance management culture and promoting a harmonious work environment

Strategic Priorities



Establishing effective and efficient talent acquisition and deployment practices across the Secretariat

As the needs of the WTO evolve, and pressures continue to be placed on the Secretariat's available budget, there is a need to look critically at staffing needs: which positions are located in which Divisions, where staff are optimally deployed, and which new staff we need to recruit from outside the organization, possessing which skill sets, to fill gaps. This includes carefully considering whether, where and at what level new positions are established or vacant positions filled, anticipating future skill needs and building the internal capacity to fill them.

We will continue to work closely with senior management, and support the internal body reviewing resource needs, currently members of the Short-Term Needs Committee (STNC) to make staffing decisions in a way that ensures that the Secretariat is best equipped to deliver on the new WTO Secretariat Strategy and is financially sustainable and cost effective, now and into the future.

A new recruitment policy will be developed and implemented in conjunction with the Transformation Office, with the goal of reducing the amount of time involved in each selection process, while ensuring that it is fair, transparent and candidate-centric, and that status updates are made available regarding the progress of each selection. The new policy will also ensure that due consideration is given to internal staff members, those due for mobility and potential candidates from non- and under-represented Members, while remaining merit-based. Work will also continue on encouraging and increasing mobility, particularly amongst those in their early years with the Secretariat.

The rapid, effective deployment of staff and the strategic building of capacity are key factors for successfully transitioning to an agile and forward-looking organization that can deliver the new strategy. Moving forward, we will focus on identifying skills already possessed by staff members within the Secretariat based on the new competency framework, which will pave the way for the development of job families, career pathways, including revamping the current classification system.



Skilling and promoting staff members' development to deliver on the Secretariat Strategy

To support the implementation of the Secretariat Strategy, we seek to instil a culture and mindset of continuous learning and development at the individual, team and organizational levels. This entails HRD colleagues' developing an understanding of the work of all divisions of the Secretariat, systematically collecting suggestions for learning and development, developing pathways to further build foundational skills and technical expertise and ensuring that learning happens both on-the job and in more formal learning events such as coaching, courses and workshops. HRD will work in close collaboration with partners inside and outside of the Secretariat to assess and anticipate the skills needed by our workforce and enable staff members to develop them. This includes working with senior management and Divisional Directors to undertake talent reviews and succession planning exercises to assess staff performance and potential. Amongst other outcomes, these exercises will help to identify top performers with potential to occupy more senior positions and also to identify and address turnover risks.

Going forward, we will take a holistic, blended learning approach to learning and development with particular emphasis being placed on experiential learning in the form of learning networks, mentoring, coaching, action learning, and business simulations. Team leaders will be supported in honing their leadership skills and in assuming their role in nurturing staff members' continuous learning and growth. In order to enhance the leadership capability of the Secretariat, a range of bespoke leadership and management development programmes will be established based on the revised Secretariat leadership competencies. The annual Learning Services Plan will be prepared and shared with colleagues across the Secretariat to ensure an effective feedback loop and Directors and supervisors will be encouraged to ensure that time is made available for staff to participate in learning events.

Leadership is a key skill which can occur in many contexts and at many levels. Leading and managing oneself and others in line with WTO values are important skills for all staff, with those in senior positions having a particular responsibility to demonstrate inclusive behaviours, lead by example and manage situations where staff who do not act in line with these values. Particular emphasis will be paid on ensuring that mandatory courses, such as ethics training, are made available to and undertaken by everyone, that staff with supervisory responsibilities participate in mandatory performance management curricula, and that learning programmes are developed in emerging areas of importance, such as digital trade.



Leveraging data driven HR decision-making and process optimization

The introduction of Workday has created an opportunity for the Organization to automate certain administrative processes, previously done manually, and for managers and staff members to access, update and change personal information, request reports and data on-line and generate dashboards with pertinent staff information to support decision making. Glitches in implementation, the decision not to include key functions managed by finance colleagues in the rollout and a certain lack of understanding about the system's functionality, however, have meant that the potential of Workday has yet to be fully realised, even before new features are introduced. Fully leveraging explicit (e.g., data and information) and tacit (e.g. know-how) knowledge, and maximising integration of systems entails fostering a culture that encourages its proactive sharing at all levels of the Secretariat, and fully utilising available technology in a coordinated and collaborative manner.

Generative artificial intelligence tools are also revolutionising how HR operates and is managed at an unprecedented speed, such that within the next five years, many aspects of benefits and entitlements management, HR policy generation and selection processes are expected to be undertaken in quite novel ways. It is essential that the Secretariat stays abreast of such developments and is well positioned to adopt best practice as the world of work evolves.

Particular emphasis will be placed in this biennium on resolving issues related to Workday and putting in place enhancements associated with Phase I implementation of Workday, automating certain processes relating to benefits and entitlements, such as education grant claims, implementing Phase II of Workday and training HR staff and end users on the system's functionality and potential.

More broadly, leveraging digital technologies within HRD is part of a corporate effort to maximise harmonization and integration with digital tools in other departments and work collaboratively towards an Enterprise Resource Planning solution for the whole Secretariat.



Designing and upholding processes grounded in a modern, legally-sound, accessible policy framework

Trust is built and maintained when an organization's policies and procedures are understood, applied transparently, equally and predictably, and the policies align with the strategic interests of the WTO and the wellbeing of staff. We will continue our work on modernizing and simplifying the Secretariat's policy framework, ensuring that provisions are clear, legally sound and based on modern practices. We will also gather them all in one HR policies manual, accessible to all staff.

Planning for and socializing new HR policies is a cornerstone in building policy literacy, which, in turn, helps staff to understand and comply with the rules. In collaboration with counterparts in other internal services, we will hold information sessions and outreach efforts to familiarize Secretariat staff with the policies and their roles and responsibilities. Transparency and compliance checks with policies and procedures will be increased.

We will also continue to engage with staff members through webinars and discussion groups to gather inputs for new policies and initiatives under development, such as a potential review of the framework and policies and practices differentiating between professional and support staff.

A consolidated HR delegation of authority framework will be developed and made available to ensure that HR decisions are made at the correct level by the right people and properly documented. Progressively, a list setting out the authority and responsibilities delegated to staff members serving in various functions will be provided, contributing to more devolved decision making. Transparency and internal controls for compliance with policies and other standards will be increased.



Ensuring that benefits and entitlements are administered promptly, fairly and equitably

Determining and administering staff benefits and entitlements promptly, transparently and equitably is the cornerstone of the work of the HR Division, contributing enormously to an efficient, well-run organization, in which staff members can have confidence that they will receive the remuneration and benefits which they are due in a timely, predictable manner and that decisions are transparent and consistent across the Secretariat.

The HR Division will continue to work with counterparts in other Divisions to ensure accuracy in HR operations, automate administrative processes where possible, both the HRD components and those of partner divisions in the workflow including AGSD, and develop a set of Standing Operating Procedures (SOPs) to ensure consistency in benefits administration and enable new staff members in the Divisions to quickly integrate. In 2024, automation of administrative processes will include absence/leave modules, short-term staff recruitment and administration, the probation assessment process and dependency benefits.

Processes will continue to be critically reviewed and changes made where necessary to reduce bureaucracy while ensuring that there is sufficient record of HR determinations to ensure audit compliance and demonstrate that the Organization's resources are being spent responsibly and in accordance with applicable policies and rules. Ultimately, our goal is to cultivate and strengthen a service-orientation and continuous improvement culture within the Secretariat.

Implementation of novel initiatives relating to staff benefits also contributes to successful delivery of this strategic objective, including outcomes of the new awards programme, of the annual promotions exercise and diplomatic status determinations.



Positioning the Secretariat as an organization committed to diversity, equity, and inclusion of all staff

The Secretariat seeks to build an organization that is representative, in terms of staffing, of the Members it serves and in which gender equality, diversity, equity and inclusion principles are front and centre in decision making.

To foster diversity, HRD will develop and make available to managers dashboards which summarize the breakdown of staff in each Division by grade level, gender and nationality. These will help to inform decision making while preserving the merit-based and competitive nature of recruitment processes. We will also take a more proactive and targeted approach to outreach in order to diversify our candidate pool and review entry level programmes to ensure that we actively develop a diverse pipeline of young talent in the Secretariat and on launching the new secondment programme.

Equity and inclusion are about ensuring that staff are treated in the same way, regardless of social characteristics such as gender identity, race, class, disability, sexual orientation and age, feel comfortable in sharing or holding confidential such information, and feel that they belong. The annual staff survey will include a greater range of optional demographic questions to enable the Secretariat to gain a better understanding of its workforce in order to promote inclusion.

The new Diversity, Equity and Inclusion Officer will review and take forward a number of initiatives to embed principles of diversity and inclusion in the organization, as set out in the WTO Framework on Gender Equality. These will include rolling out learning and development initiatives and reviewing policies and administrative issuances to ensure inclusive language and ultimately a nurturing people culture.



Ensuring the wellbeing of staff through optimal medical coverage, staff wellbeing initiatives and social security provisions

Creating a workplace that enhances mental and physical health and wellbeing is of the utmost importance. HRD, including the medical services team, will work with relevant partners to ensure the safety and wellbeing of all our staff members, and further their physical and psychosocial wellbeing.

This will translate into care for our staff that includes and codifies our 'Duty of Care' commitments and set out the respective roles and obligations of staff and management. We aim to promote a workplace culture that values wellbeing and self-care, proactively addresses stressors resulting from working in a complex, pressured environment, invests in building our staff members' resilience and reinforces the respective roles of the Medical Doctor, the Divisional Director and HRD in proactively managing cases of extended sick leave.

The WTO medical plan is an important element of our social security wellbeing package. In the reporting period changes will be made to some provisions in the rules of the medical plan insurance policy and it will be reviewed to ensure clarity regarding eligibility, and premium calculations and to formalise the role of the Medical Insurance Management Committee (MIMC). HRD will also review the social security coverage of short-term staff members and re-evaluate the market in terms of insurance services.



Strengthening the Secretariat's performance management culture and promoting a harmonious work environment

Effective performance management is a key priority. It helps identify, retain and reward top talent as well as improve effectiveness and accountability, so that progress against individual, team and divisional objectives leads to effective delivery of the Secretariat's strategic priorities. Poor performance management practice has been identified as a key organizational risk. Some staff members regard performance management as no more than an annual 'paper exercise' and others fail to complete the mandatory components. We will strengthen the WTO performance management culture by providing training and team coaching services to support objective assessments, manage unsatisfactory performance, ensure that performance assessments include feedback on positive and ethical behaviours in addition to operational results, and equip managers to coach for enhanced performance. We will also monitor compliance and call to account managers who fail to complete performance appraisals in accordance with stipulated timeframes and in line with policy or provide blanket positive appraisals to all staff within their teams.

360° appraisal mechanism will be introduced, initially for all Directors, coupled with one-on-one coaching to enable senior staff members to build their self-awareness and skills.

Working closely with and supporting the Office of Internal Oversight (OIO), the HR Division will ensure that the Secretariat has a zero-tolerance approach to misconduct and is a workplace where staff feel safe to call out misconduct, including abuse of authority, discrimination, and harassment. Communicate on mechanism to address misconduct and ensure that staff are confident that appropriate action will be taken.

HRD Divisional Workplan



Establishing effective and efficient talent acquisition and deployment practices across the Secretariat

Objective	Description & Key activities	Lead team	Timeframe
Undertake skills-based talent mapping	Finalize the competency framework and use it as a basis to undertake talent mapping. Incorporate in Workday the capacity to undertake searches based on the skills contained in the competency framework.	Staff Development & Learning HR Staffing	Q2, 2024
Develop and implement a new recruitment policy	Develop and implement a comprehensive new recruitment policy, ensuring that due consideration in selection and deployment decisions is given to staff members already in the service of the organization, those due for mobility, and applicants from non- and under-represented Members.	HR Staffing	Q1, 2024
Manage fixed- and short-term recruitment processes in line with policy	Ensure that all selection processes for fixed-term and short-term staff are transparent, fair, candidate-centric, align with the policy and are undertaken as expeditiously as possible.	HR Staffing	Ongoing



Skilling and promoting staff members' development to deliver on the Secretariat Strategy

Objective	Description & Key activities	Lead team	Timeframe
Instil a culture and mindset of continuous learning and development in staff required to operate and deliver results in a fast-changing environment	<p>Offer tailored career support to staff whose roles and responsibilities may change as a result of the skills mapping exercise and review of positions.</p> <p>Design bespoke blended training curricula in collaboration with relevant Divisions to reskill and upskill staff to implement the new Secretariat Strategy.</p> <p>Cultivate skills in future-focused areas such as digital literacy.</p> <p>Further multilingualism by offering self-paced learning and instructor-led language courses.</p> <p>Put in place a mechanism to systematically collect feedback from staff and managers on learning needs and develop and share the annual learning plan to ensure effective input and feedback.</p>	Staff Development & Learning	Ongoing
Increase participation in training and compliance with mandatory curricula	<p>Develop a mechanism for reporting on staff members who sign-up for, and fail to attend workshops and courses, and consequence management.</p> <p>Develop and implement mandatory training programmes to include training in (i) ethics; (ii) leadership & management and (iii) training for technical assistance trainers.</p>	Staff Development & Learning and OIO	Q1, 2024
	Alert managers to the importance of pre- and post- discussions with staff attending learning initiatives to ensure learning back into the workplace.		Ongoing
Increase transfer of learning back into the workplace	Evaluate development initiatives to assess extent of transfer of learning	Staff Development & Learning	Ongoing



Skilling and promoting staff members' development to deliver on the Secretariat Strategy

Objective	Description & Key activities	Lead team	Timeframe
Further leadership capability	<p>Offer management and leadership development programmes to support managers to:</p> <ul style="list-style-type: none"> (i) hone current skills of staff and to achieve the Secretariat's vision, mission and strategic pillars, (ii) lead with inclusion and sensitivity to diversity, and (iii) performance manage effectively. <p>Offer coaching to and implement a bespoke modular executive leadership programme for Directors to build upon gaps identified in the 360-degree performance management exercise.</p>	Staff Development & Learning	Q2 & 3, 2024



Leveraging data driven HR decision-making and process optimization

Objective	Description & Key activities	Lead team	Timeframe
Develop an inventory of functional skills and levels of expertise	<p>Develop an inventory of functional skills and levels of expertise across the Secretariat and leverage that information to inform talent selection and deployment.</p> <p>Develop building blocks to pave the way for the development of job families and career pathways, including the revamping of the current classification system.</p>	HRD all	2024
Optimize Workday	<p>Identify and resolve issues and put in place enhancements associated with Phase I Workday implementation.</p> <p>Automate certain processes relating to benefits and entitlements, such as education grant claims.</p> <p>Implement Phase II of Workday and conduct Workday end user training.</p> <p>Encourage the use of Workday across all elements of process involving AGSD and HRD to support the longer-term goal of a single ERP solution in the Secretariat.</p>	HRD all	2024
Apply digital technologies in People Management	<p>Monitor digital and artificial intelligence innovations in HR management and consider options for implementation.</p> <p>Proactively engage in related working groups across the UN and IFI HR networks in initiatives relating to digital technology.</p>	HRD all	Ongoing



Designing and upholding processes grounded in a modern, legally-sound, accessible policy framework

Objective	Description & Key activities	Lead team	Timeframe
Develop an HR Delegations of Authority Framework	Develop and socialize a comprehensive HR Delegations of Authority framework setting out by whom different HR decisions are made.	Policy and Social Security	Q1, 2024
Develop a compendium of HR policies	Develop a comprehensive HR policies compendium which all staff members can access on-line. Review and update the content of HR policies, ensuring that provisions are clear and accurate.	Policy and Social Security	Q2, 2024
Enhance policy literacy	Enhance policy awareness, accountability and compliance, including fact-sheets, periodic visits to divisional meetings to provide information and explanations and information about the application of policies in practice. Continue to engage with staff gathering input in the development of new policies.	Policy and Social Security	Ongoing



Ensuring that benefits and entitlements are administered promptly, fairly and equitably

Objective	Description & Key activities	Lead team	Timeframe
Ensure accurate and consistent administration of staff benefits	<p>Ensure that the monthly payroll is accurate and reflects all determinations on staff benefits and entitlements, in close collaboration with AGSD.</p> <p>Make accurate determinations on staff entitlements, including pay, home leave determination, education grant entitlement and travel, international and local status.</p> <p>Automate certain processes including absence/leave modules, short-term staff recruitment and administration, the probation assessment process and dependency benefits.</p>	HR Operations	Ongoing
Develop a set of HR Standard Operating Procedures (SOPs)	Develop a comprehensive set of HR SOPs to ensure consistency in HR operations and enable new staff to integrate smoothly into the Division.	HR Operations	2024
Implementation of benefits programmes	Implement and administer programmes relating to staff benefits, including outcomes of the awards programme, the annual promotions exercise and determinations of diplomacy status.	Policy and Social Security	2024



Positioning the Secretariat as an organization committed to diversity, equity, and inclusion of all staff

Objective	Description & Key activities	Lead team	Timeframe
Proactively encourage diversity in selection decisions	<p>Develop HR dashboards for each Division with a breakdown of staff by grade level, gender and nationality. This will help to inform decision making while preserving the merit-based and competitive nature of recruitment processes.</p> <p>Rollout the new secondment programme</p> <p>Review entry level programmes to develop a diverse pipeline of young talent in the Organization</p>	HR Staffing	2024
Review and implement recommendations in the Gender Action Plan	<p>Review HR policies and other administrative issuances to ensure inclusive language.</p> <p>Prioritise recommendations in the Gender Action Plan and develop an action plan for their implementation.</p>	HRD - all	Ongoing
Roll out learning initiatives to promote inclusion	<p>Develop and roll out a series of learning and development initiatives around key diversity, equity and inclusion topics such as LGBTIQ, disabilities and race.</p> <p>Develop a gender-inclusive set of guidelines for the Secretariat.</p>	Staff Development & Learning	Ongoing
Enhance outreach activities	Carry out targeted recruitment outreach activities to ensure a diverse pool of candidates for future positions in the WTO	HR Staffing	Ongoing



Ensuring the wellbeing of staff through optimal medical coverage, staff wellbeing initiatives and social security provisions

Objective	Description & Key activities	Lead team	Timeframe
Ensure the physical and psychosocial welfare of staff	<p>Introduce and promote regular webinars on elements of physical and psychosocial wellbeing such as stress, sleep, burnout, addictions.</p> <p>Follow up on all outstanding periodical medical examinations and ensure that staff understand their importance.</p> <p>Develop presentations on internal medical procedures, such as duty travel, registering sick leave.</p> <p>Improve the functionalities of WorkDay and Préventiel to be able to access and share medical reports and statistics.</p>	Medical services	Ongoing
Update rules and processes related to social security cover	<p>Update some provisions in the medical insurance plan rules to ensure clarity about the role of the MIMC, including related to plan eligibility and premium calculations.</p> <p>Clarify and optimize processes related to social security provisions, including requests related to Service-Incurred injury, illness or death.</p> <p>Continue review of Medical Plan coverage, taking into account medical consumption, cost and risk exposure of the WTO Medical Plan.</p>	Policy & Social Security	Q1, 2024
Ensure optimal OH&S provisions	<p>Proactively engage with staff through ergonomic visits to address workplace issues and ensure that work equipment is tailored to their medical needs.</p> <p>Develop Mental Health Strategy and OH&S Safety Strategy</p>	Medical Services	Ongoing Q4, 2024



Strengthening the Secretariat's performance management culture and promoting a harmonious work environment

Objective	Description & Key activities	Lead team	Timeframe
Strengthen performance management in the WTO	<p>Provide training and team coaching to support objective assessment, manage underperformance and coach for enhanced performance.</p> <p>Develop a toolkit and templates for managers.</p> <p>Add ethical behaviour to the assessment criteria.</p>	Policy & Social Security/SDL	2024
Introduce 360-degree appraisal of Directors	Introduce a new 360-degree appraisal mechanism, initially for Directors, coupled with one-on-one coaching to enable senior staff to build their self-awareness and skills.	Staff Development & Learning	Q1, 2024
Effectively address workplace issues	<p>Facilitate access to conflict resolution mechanisms and strengthen collaboration with relevant partners and stakeholders.</p> <p>In collaboration with the OIO, strengthen accountability frameworks for cases of misconduct, including abuse of authority, discrimination and harassment.</p> <p>Implement learning & development initiatives to inform staff members as to what constitutes misconduct, and avenues to address it.</p>	HRD - all	Ongoing

ANNEX I

Staff Council Strategy

The WTO Staff Council is an elected and collegiate body, composed of 15 staff members, who represent all staff members of the WTO Secretariat. It operates as an instrument of mutual support among staff members and its actions focus on the wellbeing, assistance, and representation of staff in the life of the organization.

The Staff Council elected for the period 2023-2025 has set out the following strategic priorities:

- Promote a culture of shared values, respect, reciprocal understanding and mutual support among staff members.
- Assist individual staff members on a confidential basis, including through legal assistance in internal and external proceedings, as well as through mediation and coaching support.
- Continue to promote staff participation in the administration and transformation of the WTO through the joint bodies and any other available means.
- Contribute to the transformation of the WTO Secretariat by ensuring that fundamental career development tools, such as mobility, recruitment and promotions are transparent, merit-based and available to all staff on an equitable and non-discriminatory basis.
- Work to ensure that WTO salaries and benefits remain competitive and keep up with increased cost of living in Geneva and France.
- Work with colleagues in the Pension Fund Management Board to preserve staffs' acquired rights in finding a solution to the actuarial shortcomings in the Pension Plan and ensure that it remains viable in the long term, keeping in mind the 2/3 - 1/3 burden sharing principle between WTO Members and Staff.
- Work with Human Resources to conduct a Secretariat-wide, transparent job classification exercise, highlight the situation of many staff members who perform jobs at a higher grade and frame possible solutions to this widespread problem.
- Work closely with the Administration to develop a meaningful and effective 360 review policy with a view to implementing it as part of the performance evaluation exercise.
- Formulate proposals to the Administration on behalf of the staff on matters of critical importance to staff working conditions including issues of work-life balance, such as tele and remote working and parental leave.
- Support the Administration's effort to increase the WTO budget so that new posts can be created to improve and expand the services provided by the Secretariat, rebalancing the workload for current staff, and to maintain WTO salaries' competitiveness.
- Contribute, through participation in the Staff Support Network and other initiatives, to continuously improve the working environment at the WTO Secretariat.