

OAS STAFF ASSOCIATION

ANNUAL REPORT OF THE STAFF COMMITTEE 2015-2016

July 2015 – July 2016

I. INTRODUCTION

The Staff Committee 2015 – 2016 reports to the staff of the General Secretariat of the Organization of American States on the work accomplished and the results obtained during its term. This document contains details of the activities undertaken by the Staff Committee and the summary of actions taken by representatives of the Staff Committee on the Joint Committees.

The Staff Committee 2015-2016 was composed of Luiz Marcelo Azevedo, President; Michael Thomas (In Memoria), Vice President; Beatriz Ferro-Santos, Vice President (since February 1st, 2016); Steven Griner, Secretary; Paulina Corominas, Deputy Secretary; Teresa Bustamante, Treasurer; Beatriz Ferro Santos (until January 31st, 2016), Deputy Treasurer; Carla Sorani Hluchan, Principal Representative to the Retirement and Pension Committee, Marya Hynes, Kim Osborne and Catherine Pognat as members; Juan Cruz Monticelli, as Alternate Representative to the Retirement and Pension Committee, and Roberto Rojas, as alternate. The work of the Staff Committee, the Joint Committees, the Nominating Committee, and the Teller Committee were also supported by Ms. Tamara Garicoche.

II. BRIEF SUMMARY OF THE 2015-2016 TERM

The Staff Committee 2015-2016 began its work on July 14, 2015, and met regularly on Wednesdays. It held 34 formal and two informal meetings. Attendance of elected members of the Staff Committee at the formal meetings varied from 48% to 100%. In addition, there were e-mail consultations when required by urgent business.

Following very difficult budget negotiations process in late 2015, the deepening financial crisis became the main focus of the Staff Committee's work, particularly in the second half of its term.

However, the Staff Committee also continued to work mainly on representing staff members' interests, accompanying them in various processes such as position audits, harassment investigations, disciplinary proceedings, reconsideration requests, competitive selection and separations, as well as on the participation on the Advisory Committee on the 2017 Budget, established by the Secretary General to inform him on the most effective, transparent and just manner possible of reducing personnel and CPR expenses in order to meet the Permanent Council's request to reduce the execution budget for 2017 to \$12

million. As a result of our negotiations, we successfully agreed on proposed incentives for transparent and generous voluntary separation package.

In addition, the Staff Committee ensured that other decisions and measures adopted by the General Secretariat with respect to the staff complied with existing regulations and were applied transparently and consistently. The Committee disseminated information of interest to the staff to promote understanding of their rights and obligations. It also further strengthened the transparency of its activities by creating a distribution list to share with interested staff the agenda and minutes of their meetings.

Finally, the passing of our Vice-President and former President of the Staff Association, Michael Thomas, on January 26, 2016, deeply impacted and saddened Staff, particularly us, Staff representatives, who had in Michael a trusted leader and advocate for Staff.

III. RESULTS AND RELATED ACTIVITIES

Among the principal activities carried out and results achieved in priority areas, the following are highlighted:

1. New Policy and Conflict Resolution System for the Prevention and Elimination of All Forms of Workplace Harassment

Following up on the work started by the Staff Committee 2014-2015, the 2015-2016 Staff Committee participated actively in the discussion and development of the Executive Order No. 15-02 entitled "*Policy and Conflict Resolution System for the Prevention and Elimination of All Forms of Workplace Harassment*", issued last October 15, 2015, which contains substantial and positive updates of the concepts and procedures contained in Executive Orders 95-7 and 05-7.

The 2015-2016 Staff Committee successfully advocated for this new Harassment Prevention Policy to apply to all Staff and non-Staff Personnel; i.e. all human resources of the General Secretariat pursuant to Article 17 (a) of the General Standards. Likewise, the Staff Committee advocated that the policy apply to harassment in the course of official travel or in other settings that may have a direct impact on the workplace (Item 5.1 and 5.2 of Annex B Executive Order No. 15-02).

The 2015-2016 Staff Committee underlined the importance for the General Secretariat, especially the Department of Human Resources and all managers and supervisors, to adopt preventive and proactive measures contained in Sections VIII and IX of Executive Order 15-02 to ensure a harmonious working environment and prevent any form of workplace and sexual harassment.

The 2015-2016 Staff Committee also stressed the relevance of the Office of the Ombudsperson and of the Inspector General in the informal and formal processes, respectively. Item 13.5.1 of Annex B of Executive Order No. 15-02, determines in particular, that the investigation official of the Office of Inspector General "must have knowledge, training and experience in Workplace Harassment." In that

sense, the Staff Association calls for both offices to be strengthened so that they can effectively implement the new Policy.

2. Regularization of the contractual situation of staff members: competitions (expired short term contracts and reclassifications):

At the beginning of the 2015-2016 Staff Committee's term, there continued to be a large number of staff members whose contractual conditions were irregular, according to the standards currently in force. This situation only worsened with the Administration's decision on July 6, 2015 to suspend all competitive processes for staff positions in the GS/OAS until a new organizational structure of the General Secretariat was better defined.

The 2015-2016 Staff Committee conveyed to the Secretary General that the suspension of pending competitions has generated great unease among staff who had been waiting for years for their competitions and who could not have access to the benefits afforded to better contracts. They also informed him that there was a general perception among the staff that preferences were granted to staff working in some departments and Secretariats, while others had had to wait many years for their competitions or reclassifications.

Following the meeting with the Secretary General, the temporary suspension was lifted on October 31st 2015. Also, regarding the issues of transparency in the process, the representatives of the 2015-2016 Staff Committee met on several occasions with representatives of the Department of Human Resources in order to review the list of pending competitions and to ensure that the chronological order was followed.

Article 20 (e) of the General Standards specifies that persons on short term contracts (Series A) as of October 29, 2014, financed by the Regular Fund, who have not been hired by competition shall not have their contracts renewed for periods extending beyond December 31, 2015, unless they are selected by competitions in accordance with Article 44 of the said Standards.

In this regard, the Staff Committee closely followed discussions within CAAP (Committee on Administrative and Budgetary Affairs) and, together with Member States, successfully advocated for the extension of the deadline to December 31, 2016 as well as the approval and publication of a calendar that clearly established the timeframe for the completion of competitions by the end of 2016. The publication of this calendar would help avoid future requests for extensions that might further delay these statutory competitions.

Despite the insistence of the Staff Committee highlighting the delay in publishing the pending competitions, the financial crisis halted the implementation of the approved calendar for competitions.

During the past year, 23 competitions for long-term contracts and/or reclassifications have been presented to the Advisory Committee on Selection and Promotion, to which the Staff Association has representation.

There remain 54 pending statutory competitions and the financial crisis faced by the Organization has brought even more uncertainty to when or if these competitions will take place.

3. Participation in the Advisory Committee on the 2017 Budget:

The Staff Committee representatives actively participated in the Advisory Committee on the 2017 Budget.

This Advisory Committee was established by the Secretary General on the 31st of March of 2016 in order to advise him on the most effective, transparent, and just manner of reducing personnel and non-personnel costs in order to meet the budget ceiling mandated by Permanent Council Resolution CP/RES 1059.

The Advisory Committee was comprised of the Secretary of Administration and Finance (Jay Anania), the Senior Advisor for Strategy and Organizational Development (Luis Porto), an Advisor from the Secretary-General's Office (Maria Teresa Mellenkamp), the Chief of Staff of the Assistant Secretary General (La Celia Prince), the President of the Staff Association (Luiz Marcelo Azevedo) and another Representative of the Staff Committee (Carla Sorani).

The Advisory Committee held four meetings. One of the accomplishments of the Staff Committee representatives in this Committee was the joint negotiation of a proposed set of voluntary separation incentives so that the cuts that must be made had the lowest possible negative impact on the staff.

The voluntary separation packages were intended to offer an alternative to regulatory terminations, in consideration of the difficulties such measures would mean for the employees. These packages included, among others, offering reasonable periods of time with: (i) migratory status for those officers (and their eligible dependents) with G04 visas and (ii) continued health-insurance coverage for eligible officers (and their eligible dependents). In addition, monetary benefits to those established by the Rules were offered.

This voluntary separation program was an important step forward in achieving the savings mandated by the 2017 budget. However, only 26 Staff Members took the voluntary separation packages. This number is below the threshold of 40 Staff Members which could have applied.

Unfortunately, the financial crisis currently faced by the Organization will require further personnel cuts. In this regard, it is very important that Staff have access to complete and accurate information regarding the priorities and the criteria for reductions and transfers to vacant posts. Likewise, it is important that spending also be reduced in Objects 2-9, as well as a reduction of trust positions to meet the statutory 4% ceiling. Lastly, the Staff Committee recommended discontinuing subsidies, including the financing of high-level posts for foundations and other Inter-American organizations and entities that do not directly pertain to the OAS General Secretariat.

4. Representation of the interests of staff members in relation to cases of workplace harassment, differential treatment, performance evaluations, competitions, terminations and post audits:

The Staff Committee provided advice, support and personal attention to staff members. It conducted more than 80 individual consultations, including videoconference sessions with Staff away from Headquarters. It also accompanied and provided advice to staff members in meetings with the General Secretariat to address specific situations.

Additionally, the Committee designated staff members to participate in the various Joint Committees with the Administration. The results of the activities of these committees can be found in Item IV below.

5. Impact of UN GA Resolution A/C.5/70/L.14 (Review of United Nations common system) on OAS Staff.

The 2015-2016 Staff Committee was in constant contact with the Federation of International Civil Servants' Associations (FICSA) and other UN Staff Associations/Unions regarding the discussions that took place on the proposal to review the conditions of service and entitlements for all professional (P-Level) staff serving in the organizations of the United Nations common system. Since under our "Smart Parity" policy, these changes also impact OAS Staff.

Following the approval of UN GA Resolution A/C.5/70/L.14, the Staff Committee held a meeting with the Secretariat for Administration and Finance and with the Office of the Strategic Counsel for Organizational Development and Management for Results to discuss the implications of the changes to OAS professional staff.

The Committee also prepared and held an informative session to explain to Staff the changes to OAS Staff compensation in the Professional category, effective January 1, 2017.

6. "More rights for more People" at the GS/OAS

The 2015-2016 Staff Committee established two task forces to promote more rights to OAS Staff: a Task Force on Flexible Work Arrangements (including telework and AWS) and a Task Force on Inclusiveness, Equality and Non-discrimination.

The Task Force on Flexible Work Arrangements was coordinated by Kim Osborne and Beatriz Santos. The Task Force prepared and submitted a questionnaire to gather input from staff in order to present a proposal to the Administration on the matter.

The Task Force on Inclusiveness, Equality and Non-discrimination was coordinated by Roberto Rojas, Catherine Pognat and Paulina Corominas, with the aim to review current policies and make recommendations.

The Staff Committee supported the Executive Order No. 16-03 “General Secretariat’s Institutional Policy on Gender Equality, Diversity, and Human Rights,” issued by the Secretary General on March 7, 2016.

Staff Committee representatives actively participated in the meetings organized by the Inter-American Commission on Women prior to the approval of the aforementioned Policy and they have continued to participate in the process of its implementation, monitoring and evaluation, in coordination with other relevant entities of the General Secretariat.

The Staff Committee 2015-2016 supported the express recognition of equal rights for LGBTI Staff through Personnel Circular 55/15 dated August 6, 2015, which included the instructions provided by the Secretary General on the matter. The Representative of the Participants in the Pension Fund ensured that the Pension Fund rules were in line with the recognition of the rights of spouses of LGBTI Staff.

Finally, the Staff Committee submitted an urgent request from the OAS LGBTQI Group for the designation of a gender neutral restroom in the GSB Building. This request was promptly accepted by the Secretary General and on April 4th, 2016, a gender neutral restroom was designated (TL floor, diagonal to Juan Valdez’s storage room).

The restroom may be used by anyone who has access to the building regardless of the gender with which they identify. The existence of the gender neutral restroom will not prohibit trans women from using the existing women's restrooms, or trans men from using the existing men's restrooms.

This measure seeks to recognize the spectrum of gender identities and expressions that do not fall within the specific categories of "man" or "woman", provide a safe working environment for trans employees, and serve as an example for American States which can make workplaces accessible to trans persons.

7. Management Modernization at the OAS:

The 2015-2016 Staff Committee followed closely the discussions within the “*Ad Hoc Working Group on the Implementation of the Strategic Plan for Management Modernization*”. The Committee requested a meeting with its Chair, Ambassador Jennifer Loten of Canada, in order to discuss the Work Plan of the Ad Hoc Working Group, particularly areas that impacted Staff, such as the proposal to discuss the “smart” parity system with the UN. These topics were eventually removed from the Working Group’s Work Plan.

8. Dissemination of information among members of the staff association:

The Committee used different means to communicate with Staff, particularly the Staff News, in order to disseminate information about specific situations that directly affect staff members. The Staff Committee published 86 “Staff News” this year.

The Committee published eight bilingual “FYI” to inform staff about their rights and obligations this year.

To increase the transparency of its activities, the Committee established a distribution list open to any person interested in receiving the agendas of the meetings, as well as their minutes.

The Committee also held four informative sessions during the year:

The First Informative Session (September 18, 2015) discussed the following topics: Pending Competitions; Program Budget 2015-2016 Follow-up; Ombudsperson (Terms of Reference); Workplace and Sexual Harassment; Tropical Storm Relief Effort for Dominica; Proposal for the Establishment of new Task Forces (Telework/AWS and on Inclusiveness, Equity and Non-Discrimination).

The Second Informative Session (February 22, 2016) focused on providing OAS Staff at the P and D Levels with an overview of the [UN GA Resolution A/RES/70/244](#), which reviewed the conditions of service and entitlements for all staff serving in the organizations of the United Nations common system.

The Third Informative Session (May 9, 2016) discussed the financial crisis presented by the reduction of the 2017 Budget and ongoing changes affecting staff.

Finally, the Fourth Informative Session (June 2, 2016) discussed the proposal for incentives for voluntary separation.

9. Relations with Member States:

Throughout the year, the Staff Committee was present in decision-making fora such as the Committee on Administrative and Budgetary Matters (CAAP); the Ad Hoc Working Groups on the Implementation of the Strategic Plan for Management Modernization and on the Strategic Vision of the OAS; the Permanent Council (CP); and the General Assembly (AG).

The Staff Committee also established two emergency relief effort campaigns during the year:

- 1) In August 2015, to the Government and People of Dominica who suffered tremendous loss as a result of the flooding caused by Tropical Storm Erika. A donation of \$ 2,220.67 was made to the Dominica Reconstruction Fund on behalf of the staff of the OAS.
- 2) In April 2016, to the Government and People of Ecuador, following the 7.8 magnitude earthquake of that severely impacted the country, making hundreds of victims. OAS staff members, through the OAS Staff Association, collected and donated more than 300 pounds of food and other supplies and 16 packages of clothes to the people of Ecuador. The OAS Staff Committee presented a check in the amount of \$1,670 to the Ecuador Reconstruction Fund, representing cash donations received from staff members.

The Staff Committee wishes to send a heartfelt thank you to those who volunteered and contributed in both campaigns. These contributions serve as an important symbol of our solidarity with the people we serve in time of need.

10. Coordination with other Staff Associations of International Organizations & FICSA:

The Staff Committee was in close contact with FICSA and other International Organization staff representatives throughout the year, particularly to discuss the impact of the changes in the benefits and salary scale of professional staff at the UN.

11. Actions of the staff committee with the General Secretariat:

Meetings were held with the Secretary General, the Assistant Secretary General, the Chief of Staff of the Secretary General, the Secretary of Administration and Finance, and the Director of the Department of Human Resources, among others, on various topics.

In addition, two Town Hall Meetings were held with the participation of the Staff Committee (August 12, 2015 and December 11, 2015).

Letters and e-mails were submitted to the competent authorities and published in relation to the delays in the competition process for long-term contracts/reclassifications, the order of priority of competitions, the financial situation, the implementation of newly approved policies (harassment prevention, whistleblower protection, code of ethics, etc.) and the criteria to be used to determine terminations/staff reductions, among others.

12. Michael Thomas's Remembrance Service

It was with shock and deep sadness that the Staff Committee was informed of the passing of our dear friend, colleague and Vice-President of the Staff Association, Michael G. Thomas, on January 26, 2016 in Gaithersburg, Maryland. Michael had been serving the staff of the General Secretariat as member of the Staff Committee as well as representative in various Mixed Committees since 2004. In 2013, he was elected as President of the Staff Association for the period 2013-2014. Mike believed in the work of the staff committee and always worked diligently in the service of the staff. In his loving memory, the Staff Committee 2015-2016 organized a Remembrance Service held on February 5th, 2016.

To show support to his family at this difficult time, the Staff Association opened an account at the OAS Credit Union. Donations provided were channeled through the Staff Association directly to his wife Genoveva and their son, Michael Xavier Thomas. A total of \$8,709 was raised and donated to Genoveva, on behalf of OAS Staff. The Staff Committee wishes to thank all those who contributed.

13. Recreational activities and activities of interest or benefit for the Staff

The Staff Committee organized, promoted and/or supported recreational activities as well as activities of interest to staff members. To date, it has contributed to the following activities held or sponsored during its term of office:

1. Coordination of language classes (Spanish and Portuguese) with discounts for contributing members through the Permanent Observer Mission of Spain and Instituto de Lingua e Cultura Brasileira (ILC).
2. Providing of new services and benefits for contributing members (VIDA Fitness)
3. Support for the Joint Football Tournament in the Fall 2015 and Spring 2016.
4. Organization of the Annual OAS Bazaar (November 2015).
5. Organization of the End-of-Year Children's Party (December 2015).
6. Organization of the New Year's toast for the staff (December 2015).
7. Annual Spring Barbecue (May 2016).
8. Promotion and dissemination of cultural and general-interest activities in Washington, DC.
9. Show and sale of Gift Shop products at IACHR meetings in October 2015 and April 2016.
10. Sponsorship for the Health Fair organized by the Department of Human Resources (May 2016).

IV. ACTIVITIES OF THE JOINT COMMITTEES

The Joint Committees continued their functions. The Staff Committee is grateful for the commitment and work of the staff representatives in the Joint Committees. Additionally, the Staff Committee progressed in following up on the labor of the working groups created to attend to specific matters of interest to staff. What follows are the issues that should be noted:

1. Joint Advisory Committee on Employee Parking

The representatives of the Staff Association in the Parking Committee worked on the cases that were presented to them during 2015-2016, advising and discussing with the Committee the actions to be taken, ensuring application of the rules and regulations of the organization.

They also worked jointly with the President of the Committee in the revision of the Administrative Memorandum No. 803, Rev 1 to update and include other aspects that are not contemplated; unfortunately due to the heavy workload, they were not able to complete it.

2. Joint Committee of the Medical Benefits Trust Fund

For year ended December 31, 2015, the Medical Benefits Trust Fund had a portfolio return of 3.1% versus the benchmark of 3.0%. The ending investment balance for the period was approximately \$44 million. The portfolio continues to maintain a steady growth and has avoided some of the market downturns due its diversification of investments. For the year ended 2015 there was a surplus of income over expenses of \$2.5 million so the combination of portfolio income and premiums paid by staff,

retirees, and the OAS were sufficient to cover expenses for 2015 and thus did not require sale of investments to cover any shortfall. The yearly financial audit done by Ernst & Young audit provided a clean opinion on the financial statements of the MBTF.

The other significant financial exercise that was conducted was the actuarial valuation for year ended December 31, 2015 by XEROX. The previous actuarial study was done on December 31, 2012. In general the conclusion our actuarial valuation and the funding level provided by our investments place us in a good position going forward into the future. We are above the industry average for funding level. The total benefit obligation in December 31, 2012 was \$128, 242, 740 and for the period ended December 31, 2015 was \$123,661, 482.

3. Joint Committee on Insurance Matters

The representatives of the Staff Association to the Joint Committee on Insurance Matters continued to represent the interests of all staff members that participate in the OAS Health Insurance Plan. Our representatives strived to keep and expand services covered under the Plan while taking into account the financial health of the Medical Fund. After a careful competitive bidding process for awarding the administering services of the GS/OAS Self –Insured Health Care Plan, Cigna was selected. This decision has produced significant economic savings for the Plan while improving service and maintaining the same coverage for participants. The JCHI agreed to expand health benefits to participants in the OAS plan by including mental health coverage parity with other medical benefits and hearing aids. It also agreed to a proposal to increase health insurance premiums by 5%. This proposal was accepted by the Secretary General.

4. Joint Advisory Committee on Reconsideration

From July to December 2015, a representative of the Staff Association participated in the Joint Committee for Reconsideration Cases that analyzed the request presented by a staff member. This Commission was constituted on July 21, 2015 by Lilly Ching, in representation of the Staff Association, Moises Benamor for the Secretariat and between the two of them, they nominated Magaly McLean as President.

The consideration of the case began on August 24 and after after the convening of 12 meetings, a final report was presented on December 18, 2015, which was adopted unanimously. The report was sent by the SAF to the complainant on January 29, 2016.

From December 2015 to June 2016, an alternate representative of the Staff Association, Maria Claudia Camacho, participated in the Joint Committee for Reconsideration Cases to review a case submitted by a former staff member. In December 2015, she met with Hillary Anderson (representative of the Secretary General) and agreed to nominate Laura Martinez as President.

Following meetings and interviews held in January and February, the Joint Committee for Reconsideration cases submitted a final report to the Department of Human Resources on March 8, 2016.

This report was adopted unanimously. On March 31, 2016, the Department of Human Resources sent the report to the complainant, accepting the recommendation of the Joint Committee.

5. Joint Disciplinary Committee

On behalf of the Staff Association's representation on the Joint Disciplinary Committee reported that during the period August 27, 2015 to June 23, 2016, there were no cases or issues presented.

6. Staff Incentives Award Committee

The first meeting of the Committee was convened on May 4, 2016 to review and agree upon the Guidelines for the Outstanding Performance Award. Correspondence was sent from the Department of Human Resources requesting that Directors and Secretaries submit nominations for the Staff Awards. A total of 47 nominations for outstanding performance were received and considered. 10 staff members received awards for recognition of outstanding performance at the Secretariat level and 37 at the Department level.

7. Leo S. Rowe Memorial Award Committee

The 2016 Leo S. Rowe Memorial Award Committee was established on May 3, 2016 with the following membership: Alison August Treppel (Chair), Christopher Hernandez – both representatives of the Secretary General – Beverly Wharton Lake, and Margaret Palmer – both representing the Staff Association.

With the participation of all its members, the Committee held its only meeting on June 7, to review and consider the five nominations proposed by members of staff as potential recipients of the 2015 Leo S. Rowe Memorial Award.

After careful consideration of all nominees, the Committee decided to recommend the late Michael Thomas, former Legal Officer in the Department of Legal Cooperation, and submitted this nomination to the Secretary General for approval. Said nomination was later approved by the Secretary General.

V. OTHER ACTIVITIES OF INTEREST TO THE STAFF

1. Leo Rowe Fund Loans

During the 2015-2016 term, the Staff Association guaranteed 20 education loans through the Leo S. Rowe Fund to contributing members of the Staff Association. These loans for \$162,434.90 contributed to the human development of OAS staff members and their families. The Staff Association acts as guarantor for loans to contributing members of the Association.

2. Terry Woods Award

This recognition is awarded annually by the Staff Association to commemorate the work of Mr. Terry Woods, to staff members who have provided extraordinary services to staff members of the OAS – either through the promotion or protection of their rights, or contributing to their well-being or improvement in their working conditions. The 2015 Terry Woods Award was granted to Mrs. Beverly Wharton-Lake, Director of the Columbus Memorial Library. It was presented during the General Secretariat's Staff Awards Ceremony and her name was added to the commemorative plaques at the General Secretariat Building (TL).

VI. OTHER RELEVANT INFORMATION

1. Status of Membership in the Staff Association

During the Committee's 2015 – 2016 term, 14 new contributing members of the Staff Association were added, bringing the total to 291 contributing members, 10 fewer than at the end of the previous period. As of June 2016 there are 491 staff members in the General Secretariat who are de facto members of the Staff Association, but only 291 of the 491 are contributing members, which means that the activities and benefits are paid for by 59% of the members.

2. Hiring of Staff Association Administrator.

Following the recent departure of the previous Administrator of the Staff Association, the 2015-2016 Staff Committee contracted a full-time consultant to carry out these functions. Considering that the functions involved are permanent and recurring in nature, the Committee requested that GS/OAS issue a short-term contract for this purpose.

VII. PENDING MATTERS

The 2016-2017 Staff Committee should follow up on some important pending matters, including:

1. The impact of the financial crisis of the OAS, ensuring that the Administration provides fair and transparent criteria for personnel cuts.
2. Promoting the institution of a two-year post-employment restriction on the appointment of former personnel of an OAS Permanent Mission to staff positions.
3. The implementation of the changes in benefits and salary scale for professional category staff (effective Jan. 1, 2017).
4. Holding of required competitions for 54 positions and publishing an updated schedule of the competitions.
5. Transparent and consistent implementation of procedures for selection of personnel.
6. Establishment and implementation of the Ethics Committee.
7. The presentation and negotiation of the 2016-2017 Program Budget.



Staff Association of the Organization of American States
Asociación del Personal de la Organización de los Estados Americanos
Association du Personnel de l'Organisation des Etats Américains
Associação do Pessoal da Organização dos Estados Americanos

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8. Training on regulations and mechanisms concerning new policies: workplace and sexual harassment; whistleblower protection and ethics code.
9. Restitution of the budget item for reimbursement of tuition and training for the staff.