	HRM statement, 21 November 2012. Norway. Counsellor Julie M. Jacobsen Takahashi	
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	Human resources is at the heart of making the United Nations deliver on the mandates we, the	
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	at the right time, there is less chance that our expectations are met. That is something we will all stand to lose from.	
	Norway warmly welcomes the Secretary-General's ambitious vision to reform the human resource management, including through the mobility framework. We agree that the UN we need in order to meet the challenges of today and tomorrow, requires a more flexible and global workforce, and not least UN staff that accumulate varied experience from around the organization throughout their	
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