



INTERNAL AUDIT DIVISION

REPORT 2024/028

Audit of onboarding and separation activities in the Regional Service Centre in Entebbe (Assignment No. AP2022-616-01)

Implementation of proposed changes from the process redesign project would further enhance the efficiency of the onboarding and separation processes

**28 June 2024
Assignment No. AP2022-616-01**

Audit of onboarding and separation activities in the Regional Service Centre in Entebbe

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of onboarding and separation activities in the Regional Service Centre in Entebbe (RSCE). The audit objective was to assess the efficiency and effectiveness of onboarding and separation activities provided by RSCE. The audit covered the period from 1 July 2021 to 30 June 2023 and included: (a) guidance and systems to support onboarding and separation; (b) onboarding and separation activities; and (c) performance monitoring and reporting.

RSCE entered into service-level agreements with 16 client missions outlining process ownership and roles and responsibilities. The onboarding and separation activities were guided by standard operating procedures and job aids. OIOS review noted that RSCE conducted the onboarding and separation activities in accordance with the established procedures.

In February 2022, RSCE conducted a comprehensive review highlighting challenges in the onboarding and separation processes and made key recommendations. These include improving document management, timeliness in the submission of memoranda, and automation of administrative forms. However, RSCE did not develop a roadmap for implementing the recommendations. Furthermore, an onboarding dashboard was developed by RSCE, but it did not provide an explanation for the delays in onboarding processes for client missions. Additionally, the SharePoint repository, designed to capture data on onboarding and separation activities and store relevant documents, was not sufficiently utilized.

OIOS made five recommendations. To address issues identified in the audit, RSCE needed to:

- Develop guidelines on how to use the onboarding and separation tool and SharePoint repository to consistently capture key onboarding and separation data and documentation.
- Ensure that the challenges observed in the Workflow Tracking System are addressed in the update of the onboarding and separation tool.
- Communicate to client missions to fully use the SharePoint repository to share complete documentation in a timely manner for more efficient onboarding and separation.
- Develop a roadmap for implementing the recommendations from the Process Redesign Project that clearly shows timelines and the responsibility for implementation.
- Report in the dashboard to the mission any challenges or delays within onboarding sub-processes to enhance mission awareness and analysis of sub-process inefficiencies.

RSCE accepted all recommendations and has initiated action to implement them. Action required to close the outstanding recommendations is indicated in Annex I.

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Audit of onboarding and separation activities in the Regional Service Centre in Entebbe

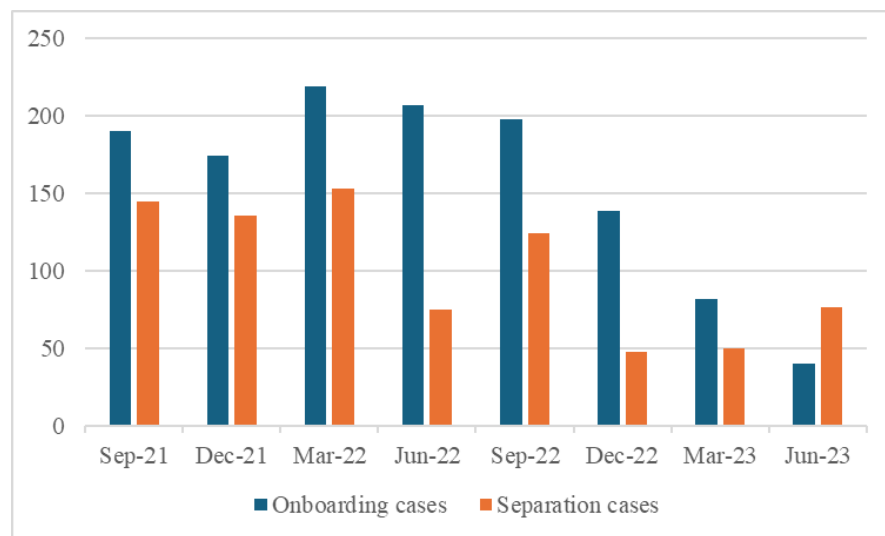
I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of onboarding and separation activities in the Regional Service Centre in Entebbe (RSCE).

2. RSCE was established in 2010 through General Assembly resolution 64/269 as part of the Global Field Support Strategy to transform service delivery to field missions by relocating functions to improve responsiveness and better address the needs of field missions. RSCE provides administrative, logistics, and information and communications technology services to 16 client missions in Africa, representing 59 per cent of United Nations peacekeeping and special political missions worldwide. In the 2023/2024 budget, RSCE had 402 approved posts comprising 132 international staff, 263 national staff and 7 United Nations Volunteers. RSCE operated on a budget of \$43.6 million.

3. RSCE provides onboarding and separation services through its Onboarding and Separation Service Line (OSSL) within the Benefits and Payroll Section. OSSL is responsible for onboarding international staff members upon selection and for their separation from the missions. Onboarding includes offer management, travel arrangements, check-in, processing of personnel action forms, issuance of letters of appointment, payment of relocation and settling-in grants, and installation of dependents. Separation includes checking out, processing personnel action forms, final payments, relocation travel and repatriation grant payments for staff members and dependents. Chart 1 below shows the volume of quarterly onboarding and separation cases undertaken during the audit period.

Chart 1: Number of onboarding and separation cases per quarter



Source: RSCE key performance indicator reports

4. RSCE enters into service-level agreements with its client missions with the objectives of: (a) providing guidance on RSCE, client missions and United Nations Headquarters process ownership, including accountability, roles and responsibilities in line with the delegated authorities; (b) presenting a clear, concise and measurable description of RSCE services to the client, and the client's responsibilities to enable the provision of services; and (c) matching expected service provision with actual defined services in scope and standards of performance. The agreement defines both the "inputs" and "outputs" and

commitments of all parties, including the agreed outputs, as measured by specific key performance indicators (KPIs). The main KPIs are for onboarding to be completed within 70 days (KPI 6.1) and separations completed within 10 days (KPI 6.6).

5. OSSL includes staff from the Human Resources, Finance and Travel function areas. It is headed by a service line manager at the P-4 level and supported by 14 staff members, as shown in table 1.

Table 1: **Staffing levels in the Onboarding and Separation Service Line**

	P-4	Field Service	National Professional Officer	National General Service	Total
Approved posts 2022/23	1	6	2	6	15
Proposed posts 2023/24	1	6	2	6	15
Net change	-	-	-	-	-

Source: 2023/2024 RSCE Budget

6. Comments provided by RSCE are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the efficiency and effectiveness of the onboarding and separation activities provided by RSCE.

8. This audit was included in the 2022 risk-based work plan of OIOS due to concerns over onboarding and separation activities and performance, which led to the restructuring of the service line in 2022.

9. OIOS conducted this audit from August 2023 to February 2024. The audit covered the period from 1 July 2021 to 30 June 2023. Based on an activity-level risk assessment, the audit covered higher and medium-risk areas in the onboarding and separation in RSCE, which included: (a) guidance and systems to support onboarding and separation; (b) onboarding and separation activities; and (c) performance monitoring and reporting.

10. The audit methodology included: (a) interviews with key personnel from OSSL and the Quality Assurance and Business Intelligence Unit; (b) a review of relevant policies, administrative instructions and standard operating procedures (SOPs) related to onboarding and separation; (c) a review of personnel records including letters of appointment, pay slips, separation memoranda, KPI reports and customer satisfaction surveys; (d) an analytical review of data extracted from the Inspira offer management dashboard for reference checks, Umoja for personnel actions, and Workflow Tracking System (Tracker) for data to support onboarding and separation activities; and (e) randomly selected sample of 60 cases each for the test of onboarding and separation activities (all 60 cases were used to test onboarding and separation procedures in the Tracker; 50 cases each for the shared repository; 30 cases for personnel actions; and 20 for separation memoranda).

11. The audit did not cover uniformed personnel and national staff onboarding and separation. The uniformed personnel onboarding and separation process is managed by the Office of Military Affairs in UNHQ, and national staff may be reviewed as part of a future audit.

12. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Guidance and systems to support onboarding and separation

Need to develop guidelines for the onboarding and separation tool and SharePoint repository

13. The onboarding and separation activities were guided by Office of Human Resources Management's SOPs and job aids. These SOPs provided guidance to users on processes such as confirmation of interest, index number request, determining salary level and step, reference verification, medical clearance, prerequisites needed prior to processing separations, review of separation entitlements and approval of repatriation. Job aids also provided detailed guidelines on how processing onboarding and separation cases in Inspira and Umoja.

14. To support the onboarding and the separation, OSSL used an in-house application called RSCE Workflow Tracking System (Tracker) and a shared repository on SharePoint with the client missions to capture data on onboarding and separation activities and deposit pertinent documents. The Tracker, developed by the Quality Assurance Business Intelligence Unit in RSCE, is an application to manage onboarding and separation cases. It enables end-to-end process monitoring for the service line management and facilitates reporting to the client missions. However, OSSL did not have guidelines to direct users of the Tracker and the repository. In the absence of guidelines, there was a lack of consistency and clarity on what needed to be done, by whom and when, which was also noted in other sections of this report.

15. Without guidance on using the onboarding and separation tool and SharePoint repositories, RSCE staff members may continue to include incomplete and inaccurate information and documentation, inhibiting the efficient execution of onboarding and separation activities.

(1) RSCE should develop guidelines on how to use the onboarding and separation tool and SharePoint repository to consistently capture key onboarding and separation data and documentation.

RSCE accepted recommendation 1 and stated that it would develop comprehensive guidelines detailing the usage of the onboarding and separation tool as well as the SharePoint repository.

Need to address lessons learned and challenges of the Tracker in the next upgrade to the tool

16. The Tracker has two components: the onboarding tracker and the separation tracker. The Tracker maintains dates pertaining to key onboarding and separation activities such as offer letter, acceptance of offer, travel, medical clearance request, separation memorandum, close of business, check-out initiation, and personnel action creation. It also has a field to capture reasons for delays.

17. OIOS review of the onboarding tracker showed that the reasons for delays were not consistently entered and explained in the onboarding tracker. OIOS identified 17 delayed cases which took more than 120 days to complete, of which 9 cases (or 53 per cent) did not have reasons provided in the onboarding tracker. It was also noted that mandatory information, such as gender and date of the letter of appointment, was not consistently entered into the onboarding tracker in 19 (or 31 per cent) of 60 onboarding cases. In four instances, the same index number was entered for different staff members. While key OSSL staff attributed the omissions and duplications to human error, it could also be attributed to the lack of input controls in the design of the Tracker. For instance, the application allows the staff to proceed to the next stage despite not entering mandatory data such as gender.

18. OIOS observed that the separation tracker was not functioning as intended. OIOS was unable to view data pertaining to 54 of 60 sampled separated staff cases. To view the information in the separation tracker, one must enter the index number of the staff member whose data they wish to view. However, when OIOS entered index numbers for 54 separated staff members, no information was displayed in the separation tracker. For the 6 cases recorded in the separation tracker, 4 did not have travel information as required and 2 had separation memoranda issued after the staff member's close of business date. The separation tracker records the person who enters a case as the initiating officer. For the six separation cases reviewed, the tracker recorded the name of the OIOS staff reviewing the cases as the initiating officer.

19. When the integrity of the Tracker data or information is compromised, it could result in sub-optimal decision-making because of incorrect or incomplete information. Also, inaccurate information limits RSCE's ability to assess how well it achieves its KPIs. RSCE explained that it was upgrading the Tracker to reduce manual entries and improve system functionality in capturing onboarding and separation data. The enhancements are expected to be fully implemented by 31 December 2024. RSCE acknowledged the challenges of the Tracker identified during the audit and stated that they would be addressed in the upgrade of the tool.

(2) RSCE should ensure that the challenges observed in the Workflow Tracking System are addressed in the update of the onboarding and separation tool.

RSCE accepted recommendation 2 and stated that it would review and identify all challenges observed in the current Workflow Tracking System to incorporate solutions into the upgrade of the onboarding and separation tool.

Need to communicate with client missions for better use of the SharePoint repositories

20. The onboarding and separation repository in SharePoint is a shared document management tool for RSCE and client missions. Each mission has a folder in which documents pertaining to onboarding and separation activities are deposited. This facilitates the dispatch and receipt of documents between RSCE and client missions to avoid sending payroll or human resource documents through emails and pouches, and to prevent redundancy and document loss.

21. However, several of the required documents were not deposited in the repositories. A review of 50 cases each of onboarding and separation showed that 68 per cent and 90 per cent, respectively, did not contain any of the required documents, as shown in table 2.

Table 2: Documents deposited in the SharePoint repository for the sampled onboarding and separation cases

Documents deposited	Onboarding cases		Separation cases	
	Number	Percentage	Number	Percentage
Some	16	32%	5	10%
None	34	68%	45	90%

22. The efficiency gains and the mitigation of risks (e.g., loss of documents), which were intended to be achieved from using the repository, were not achieved as OSSL and client missions continued to use email to exchange information. The lack of essential documents in the repositories may lead to delays in processing onboarding and separation of staff information if it is not readily available. In the period under review, 192 of 885 onboarding cases were completed after the target of 70 days, of which 17 were completed after 120 days. Of 527 separation cases, 72 took more than the recommended 10 days, and 3 took more than two years. OSSL staff stated that, in some instances, they had to contact staff members to

provide them with the information. They also added that it was challenging when a case had to be taken over by a different case officer, as information was not readily available to the incoming officer.

23. The lack of complete documentation in the SharePoint repositories could be attributed to the continued use of email by client missions to send documentation. RSCE stated that it had told RSCE staff to discourage client missions from using the email system. However, further client mission awareness could increase the use of the SharePoint repository.

(3) RSCE should communicate to client missions to fully use the SharePoint repository to share complete documentation in a timely manner for more efficient onboarding and separation.

RSCE accepted recommendation 3 and stated that it would communicate to client missions during Chief Human Resource Officer meetings and will issue a formal communication highlighting the benefits and procedures for utilizing the SharePoint repository to ensure timely documentation sharing for efficient onboarding and separation.

B. Onboarding and separation activities

Need to develop a roadmap for the implementation of proposed changes to the onboarding and separation process

24. In February 2022 RSCE initiated the Process Redesign Project (Project) that encompassed a comprehensive review of all OSSL activities and scheduled to be completed by June 2022. The Project was initiated to address delays in onboarding and the quality of services, following comments from RSCE client missions, namely the chiefs of human resources. The Project aimed to help RSCE identify current onboarding processes, identify bottlenecks, and develop new processes that would lead to efficiencies. The scope of the project comprised seven areas as highlighted in table 3.

Table 3: **Scope of the Process Redesign Project**

No.	Area
1.	Understanding and analyzing the current way of doing business through the review of relevant process workflows, documents, and interviews with staff.
2.	Accounting for and analyzing structural, procedural and operational challenges.
3.	A comprehensive review of tools and the use of data-driven dashboards in the onboarding and separation service line, including the development or enhancement of such tools/dashboards.
4.	Re-design and improve business processes by identifying remedial measures and definitively charting out the “to-be” process, including structural re-alignments.
5.	Identification of improvement areas, the development of a roadmap of actions for implementation, and implementing the new processes and action items which will have been identified in the roadmap.
6.	Provide more access and training to OSSL staff to be able to transact easily.
7.	Rotate OSSL staff who have spent more years in the same service line to other service lines and bring in new staff to the service line.

25. Following completion of the Project in December 2022, RSCE presented the Project review results. The review highlighted challenges in the onboarding and separation processes, including incomplete/insufficient documentation provided by client missions and delays due to dependencies. Consequently, the review highlighted proposed changes to improve efficiency in the following four specific

areas: (a) business processes; (b) forms, templates and checklists; (c) Umoja and Field Support Suite (FSS)¹ access rights; and (d) operating model and organigram. The review included key recommendations such as improving document management, clarity of medical reference documents in Inspira, timeliness in the submission of memoranda, automation of administrative forms and FSS' flexibility to allow staff members to clear some steps concurrently to reduce dependencies.

26. However, a roadmap was not developed for implementing the proposed changes to the onboarding and separation processes. OIOS inquired with OSSL staff and could not confirm which of the proposed changes had been adopted, who was responsible for implementing any adopted changes and when. In the absence of a roadmap, implementing proposed changes to improve efficiency in the onboarding and separation processes may not be fully actioned. RSCE explained that a few issues that could impact RSCE and its workflow needed to be concluded before the roadmap could be developed, such as the finalization of the Offer Management Module by the United Nations Headquarters.

(4) RSCE should develop a roadmap for implementing the recommendations from the Process Redesign Project that clearly shows timelines and the responsibility for implementation.

RSCE accepted recommendation 4 and stated that it would create a detailed roadmap for the Process Redesign Project, including clear timelines and designated responsibilities for implementing the project's recommendations.

Need to enhance the accuracy and effectiveness of the onboarding end-to-end dashboard

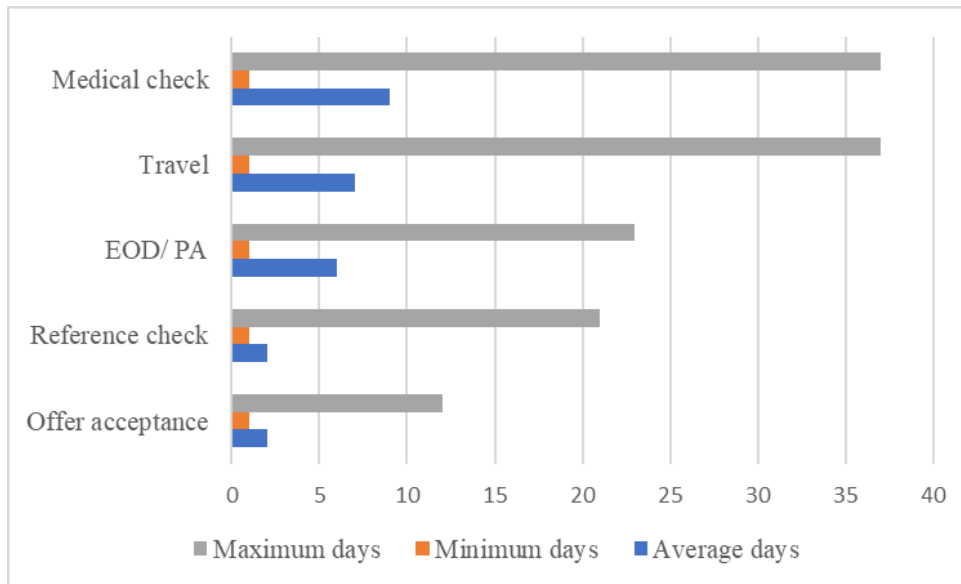
27. Onboarding activities are conducted in Inspira through the offer management dashboard, Umoja and the onboarding tracker. The Inspira workflow involves 13 steps with the initial step being confirmation of interest and the last step being reporting for duty. The steps also include determining salary grade and step, requesting medical clearance, and requesting reference checks.

28. A review of the Inspira workflow for a sample of 20 onboarded staff showed that all the steps had been duly followed. The determination of grades and steps were done and duly endorsed by the approver and medical clearances and reference checks were conducted for the sampled staff members. Onboarding activities in Umoja included raising personnel actions when staff members reported to the duty station. A review of personnel actions in Umoja for a separate sample of 30 onboarded staff showed that the personnel actions had been raised.

29. OIOS analysis of data sampled from the onboarding tracker for five key activities: offer acceptance, reference verification, medical reference, travel and entry on duty (chart 2 below) shows that the medical checks and travel took the longest, followed by the end of duty and raising of personnel action. The shortest activities were offer acceptance and reference checks. A further analysis showed the minimum and maximum days it took to complete each of the key activities.

¹ Suite of integrated applications designed to standardize and support mission operations by automating business processes and workflows.

Chart 2: Minimum, maximum and average days for sampled onboarding key activities



30. The above analysis provided information on the activities that OSSL needed to focus on to streamline the process. For example, the medical check, which was one of the longest sub-processes, was done at the mission and was outside the control of RSCE. The process depended on whether the candidate or staff member provided a medical certificate and medical clearance from the United Nations Medical Service. Another example was the reference check, which depended on receiving the requisite information from third parties such as Interpol.

31. OIOS noted that RSCE had recently developed an onboarding end-to-end dashboard prototype, which included an analysis of bottlenecks in the onboarding process and insights into processes that involve external stakeholders. Data used to develop the prototype was extracted from three primary sources: the onboarding tracker, Umoja and Inspira. However, a review of the data used to develop the prototype showed it was incomplete (e.g., the dates when the memoranda were received). This was because the data was not consistently input in the onboarding tracker, which was one of the sources of data used in the prototype. Since recommendation 2 would remediate this issue, OIOS did not make a recommendation on this. Furthermore, RSCE was not communicating the reasons for the delays in the dashboard. Presenting this information to the client missions would enhance awareness of the delays and provide an opportunity for RSCE and clients missions to focus on corrective action to be taken.

(5) RSCE should report in the dashboard to the mission any challenges or delays within onboarding sub-processes to enhance mission awareness and analysis of sub-process inefficiencies.

RSCE accepted recommendation 5 and stated that it would upgrade the dashboard reporting tool to inform missions of any challenges or delays within onboarding sub-processes, enhancing mission awareness and facilitating analysis of inefficiencies.

The separation and onboarding process and related entitlements were conducted in accordance with the established procedures

32. Separations from service can occur because of resignation, expiration of appointment, or retirement, among other reasons. Steps in the separation process include receipt of the separation memoranda by OSSSL from the client mission and raising personnel actions in Umoja.

33. A review of a subset of 20 separation memoranda for the sample of 30 separated members confirmed that client missions had communicated separations to RSCE. Furthermore, a review of the sampled cases also confirmed that personnel actions had been raised in Umoja.

34. Staff Regulations and Rules provide entitlements for onboarding and separating staff members, which include: (a) settling-in and relocation grants for onboarding staff; and (b) relocation and repatriation grants for separating staff members. OIOS review of 60 personnel actions noted that each eligible staff member holding a fixed-term or continuing appointment for an assignment of more than one year was paid the onboarding and separation grants per the rules. OIOS further noted that the onboarding settling-in and relocation grants were paid only once within one year in cases where the staff member changed duty stations. The relocation shipment was paid to eligible staff members whose movement was outside the same duty station. Verifications were also conducted to confirm that repatriation grants were paid to staff members only after they had separated from the organization. OIOS concluded that RSCE processed and paid entitlements in line with the Staff Regulations and Rules.

C. Performance monitoring and reporting

RSCE adequately reported and monitored its service delivery performance

35. To monitor and report on its service delivery performance, RSCE entered into service-level agreements with its clients and produced KPI reports for each of the clients. The agreements included KPIs applicable to these services, examples of which are highlighted in table 4. RSCE is responsible for measuring and reporting on KPIs quarterly.

Table 4: **Examples of key performance indicators outlined in the service level agreements**

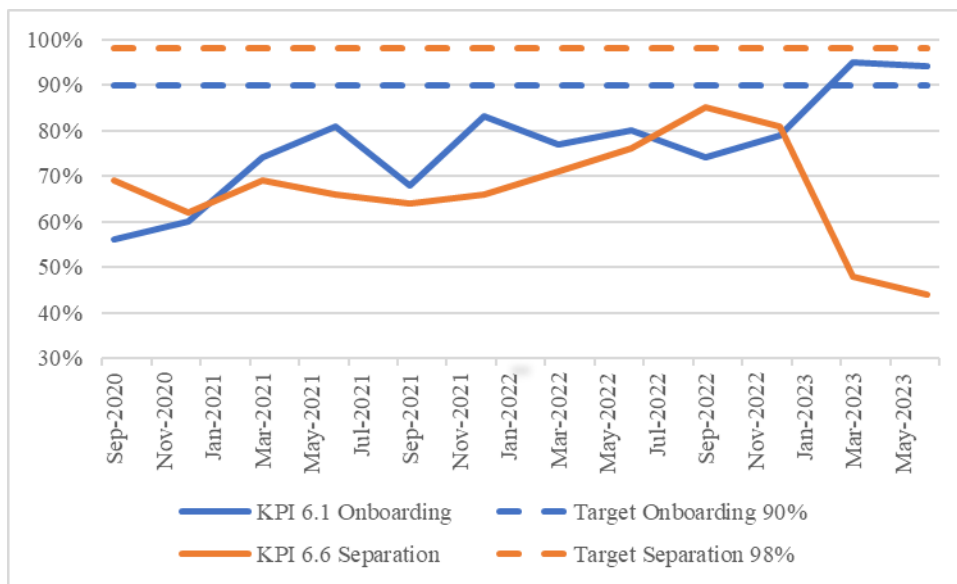
	<i>RSCE KPIs</i>	<i>Mission KPIs</i>
<i>Onboarding</i>	<ul style="list-style-type: none"> • 90 per cent of onboarding cases completed within 70 days • 100 per cent processed within 120 days • 98 per cent of personnel actions pertaining to the initial appointment, deployment, re-assignment and promotion received by the 8th of the month and processed within the same month's payroll 	<ul style="list-style-type: none"> • 100 per cent accurate candidate information to initiate an offer • 98 per cent of check-ins completed in 2 working days • 100 per cent within 3 working days of arrival at the duty station
<i>Separation</i>	<ul style="list-style-type: none"> • 98 per cent relocation grant processed within 5 days upon receipt of separation memo and payment instruction • 98 per cent of separation personnel actions processed within 10 working days after separation 	<ul style="list-style-type: none"> • 100 per cent of check-outs completed by close of business • 98 per cent accurate separation documents submitted within 5 working days

36. OIOS reviewed 25 quarterly KPI reports prepared by the Quality Assurance and Business Intelligence Unit in RSCE. The client missions were provided with details on KPI performance during the quarter, including whether it was favorable, unfavorable, or improved. The reports also highlighted the

volume of cases processed, the number of cases processed per mission, the number of cases completed within the KPI and a summary of the overall performance.

37. A trend analysis of onboarding and separation KPI reports from September 2020 to May 2023 indicated a general improvement in the onboarding and separation performance, as shown in chart 3 below. Key challenges attributed by RSCE to the non-attainment of the onboarding target included delays in visa issuance. For separation, there was a substantial drop in performance in 2023 from 80 per cent to 43 per cent, partially attributed to the closure of the mission in Mali, which resulted in an increase in separation cases but with no corresponding increase in resources to process the cases.

Chart 3: Onboarding and Separation key performance indicators



Source: RSCE key performance indicator reports

38. OIOS observed that the reports did not highlight what corrective action should be taken where KPIs were not met. In contrast, KPI reports from 2019/20 and 2020/21 included challenges that led to the underachievement of the targets and suggested corrective actions to address these shortfalls. A review of documentation pertaining to meetings of missions’ Chief Human Resource Officers and the Steering Committee confirmed that underachieving KPIs were discussed. In addition to the foregoing, RSCE could continue the practice of fully documenting challenges faced and corrective actions suggested for underperforming KPIs.

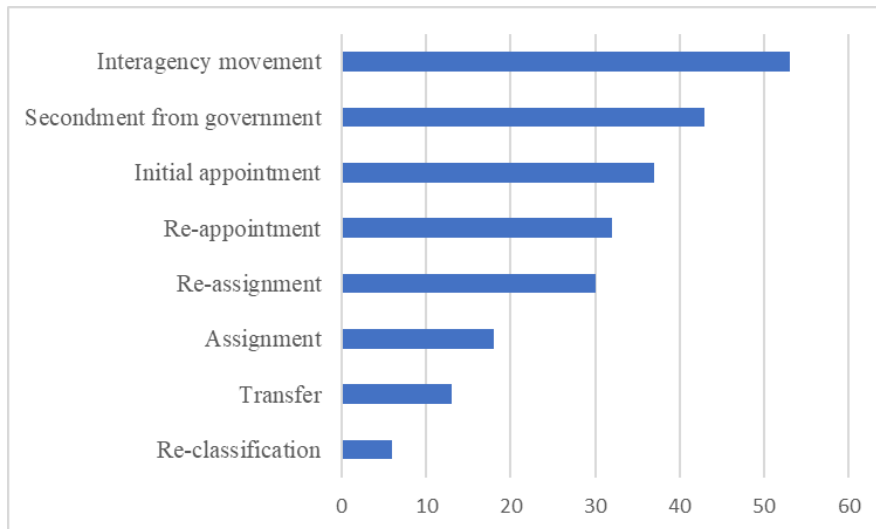
RSCE could develop disaggregate key performance indicators for different methods of onboarding

39. The onboarding KPI is set at 70 days from the date the selection memorandum is received from the mission to the day the candidate arrives for check-in at the mission duty station. There are various methods of onboarding: (a) initial appointment (fixed-term and temporary); (b) re-appointment; (c) interagency movements (loans, secondments, transfers); (d) secondment from government service; (e) assignment; (f) re-classification; (g) re-assignment; and (h) transfer.

40. OIOS observed that the onboarding KPI did not consider the different onboarding methods, involving different processes. An analysis of a sample of 53 different onboarding cases revealed that the onboarding periods took the longest for interagency movement, secondment from government, initial appointment, and re-appointment, averaging 53, 43, 37 and 32 days, respectively. On the other hand, the

shortest onboarding method was re-classification, which took an average of six days, as shown in chart 4. It also indicates the duration range of the different onboarding methods in terms of the actual number of days. This longer duration could be because the first three methods involved external candidates, whereas the transfer involved a staff member already in the United Nations system.

Chart 4: Average days for onboarding methods



Source: Workflow Tracking System

41. In the absence of onboarding disaggregated data, OSSL may not assess how efficiently it is onboarding the different staff assignments. For instance, only 1 of the 7 assignment cases took over 40 days, and the rest took between 2 and 35 days. Three of 16 re-assignment cases took 49 to 83 days, whereas the other 10 took 2 to 28 days. Only 1 case from the 3, which took 83 days, was flagged as an exception. RSCE could develop separate onboarding key performance indicators based on historical onboarding data for the different types of onboarding methods, which could flag outliers and support further analysis of potential causes for onboarding inefficiencies.

RSCE adequately conducted and responded to customer satisfaction surveys

42. RSCE conducted customer satisfaction surveys to seek feedback from its clients on how well it performed in meeting its customers' expectations. The latest customer satisfaction survey was conducted in 2023. A satisfaction rate of 80 per cent was attained compared to 77.5 per cent for the previous survey conducted in 2022. The 80 per cent met the target set for the survey.

43. As the 2023 survey results were recently released, OSSL was working on an action plan to address the areas of improvement identified in the survey. In response to the 2022 survey results, RSCE prepared a Client Satisfaction Survey action template to address the shortcomings identified in the survey. The action template contained information on the service line, responsible service line manager, action plan development date, action plan implementation start date, top 3-5 areas to be addressed, action to be taken, expected impact on the client, how success will be measured, expected date of completion, and status update.

44. Four areas were identified by OSSL that needed addressing: (a) scores below 70 per cent in the satisfaction index; (b) negative rating changes in delivery service; (c) integrating service attributes most valued by clients receiving onboarding services; and (d) addressing the needs of “other feedback”. OSSL

devised several actions to address the identified shortcomings documented in the action template developed in June 2023 with an action plan implementation start date of July 2023.

45. As of 26 October 2023, the status update report indicated that OSSL had attained some actions while others remained outstanding. Based on this, OIOS concluded that RSCE adequately conducted customer satisfaction surveys and developed plans and actions to address the issues that arose from the survey results.

IV. ACKNOWLEDGEMENT

46. OIOS wishes to express its appreciation to the management and staff of RSCE for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of onboarding and separation activities in the Regional Service Centre in Entebbe

Rec. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
1	RSCE should develop guidelines on how to use the onboarding and separation tool and SharePoint repository to consistently capture key onboarding and separation data and documentation.	Important	O	Receipt of evidence of the development of comprehensive guidelines detailing the usage of the onboarding and separation tool and the SharePoint repository.	31 March 2025
2	RSCE should ensure that the challenges observed in the Workflow Tracking System are addressed in the update of the onboarding and separation tool.	Important	O	Receipt of evidence that the challenges observed in the Tracker are incorporated into the upgrade of the onboarding and separation tool.	31 March 2025
3	RSCE should communicate to client missions to fully use the SharePoint repository to share complete documentation in a timely manner for more efficient onboarding and separation.	Important	O	Receipt of evidence of communication to client missions and issuance of formal communication highlighting the benefits and procedures for utilizing the SharePoint repository	31 March 2025
4	RSCE should develop a roadmap for implementing the recommendations from the Process Redesign Project that clearly shows timelines and the responsibility for implementation.	Important	O	Receipt of evidence of the creation of a detailed roadmap for the Process Redesign Project, including clear timelines and designated responsibilities for implementing the project's recommendations.	31 March 2025
5	RSCE should report in the dashboard to the mission any challenges or delays within onboarding sub-processes to enhance mission awareness and analysis of sub-process inefficiencies.	Important	O	Receipt of evidence of the upgrade of the dashboard reporting tool to inform missions of any challenges or delays within onboarding sub-processes.	31 March 2025

² Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

³ Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

⁴ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁵ Date provided by RSCE in response to recommendations.

APPENDIX I

Management Response

AUDIT RECOMMENDATIONS

Audit of onboarding and separation activities in the Regional Service Centre in Entebbe

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Client comments ³
1	RSCE should develop guidelines on how to use the onboarding and separation tool and SharePoint repository to consistently capture key onboarding and separation data and documentation.	Important	Yes	The RSCE concurs with the recommendation and will develop comprehensive guidelines detailing the usage of the onboarding and separation tool as well as the SharePoint repository.
2	RSCE should ensure that the challenges observed in the Tracker are addressed in the development of the new onboarding and separation tool.	Important	Yes	RSCE concurs with the recommendation and will review and identify all challenges observed in the current Tracker, incorporating solutions into the upgrade of the new onboarding and separation tool.
3	RSCE should communicate to client missions to fully leverage the SharePoint repository to timely share documentation for more efficient onboarding and separation.	Important	Yes	RSCE will communicate to client missions during CHRO meetings and will issue a formal communication highlighting the benefits and procedures for utilizing the SharePoint repository to ensure timely documentation sharing for efficient onboarding and separation.
4	RSCE should develop a roadmap for the OSSL Process Redesign Project which clearly show timelines and the people responsible for implementing the recommendations from the project.	Important	Yes	RSCE concurs with the recommendation and will create a detailed roadmap for the OSSL Process Redesign Project, including clear timelines and designated responsibilities for implementing the project's recommendations.
5	RSCE should: (a) capture complete data in the onboarding end-to-end dashboard; and (b) report in the dashboard reporting tool to the mission any challenges or delays within onboarding sub-	Important	Yes	RSCE concurs with the recommendation. The end-to-end dashboard is in place and operational. The RSCE will ensure that the field "memo received date" is entered consistently. However, RSCE has no control over Inspira data such as dates when the medical clearance was requested and confirmed.

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

³ Please indicate feasibility and realistic timelines for implementation of the recommendation.

AUDIT RECOMMENDATIONS

Audit of onboarding and separation activities in the Regional Service Centre in Entebbe

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Client comments ³
	processes to enhance mission awareness and analysis of sub-process inefficiencies.			Additionally, RSCE will upgrade the dashboard reporting tool to inform missions of any challenges or delays within onboarding sub-processes, enhancing mission awareness and facilitating analysis of inefficiencies.
6.	RSCE should develop separate onboarding key performance indicators based on historical onboarding data for the different types of onboarding.	Important	No	RSCE recognizes the importance of the recommendations. However, due to existing resource constraints and the level of associated risk, RSCE respectfully requests that OIOS considers the recommendation of developing separate onboarding KPIs tailored to the different types of onboarding methods as an area for improvement.