



## INTERNAL AUDIT DIVISION

# REPORT 2014/148

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Audit of the recruitment process at the Office of the High Commissioner for Human Rights

Overall results relating to the efficient and effective management of the recruitment process were initially assessed as partially satisfactory. Implementation of seven important recommendations remains in progress.

FINAL OVERALL RATING: PARTIALLY SATISFACTORY

19 December 2014  
Assignment No. AE2014/330/01

# CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. OBJECTIVE AND SCOPE	1-2
III. AUDIT RESULTS	2-7
A. Human resources targets and strategies	3-4
B. Recruitment policies and procedures	4-7
IV. ACKNOWLEDGEMENT	7
ANNEX I      Status of audit recommendations	
APPENDIX I   Management response	

# AUDIT REPORT

## Audit of the recruitment process at the Office of the High Commissioner for Human Rights

### I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the recruitment process at the Office of the High Commissioner for Human Rights (OHCHR).
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure: (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. OHCHR has a mandate provided by the General Assembly to promote and protect all human rights for all people. OHCHR is led by the High Commissioner for Human Rights who is also entrusted with the principal responsibility for the human rights activities of the whole Organization, under the direction and authority of the Secretary-General.
4. Being part of the United Nations Secretariat, OHCHR follows the United Nations policies and procedures for the recruitment of staff (i.e., the administrative instruction on “Staff selection system”). OHCHR had been delegated the authority for human resources management in accordance with the administrative instruction on “Administration of the Staff Regulations and Staff Rules”.
5. For the biennium 2014-2015, OHCHR had a total of 1,069 established posts comprising 578 posts in the professional and higher category, 379 general services posts, and 112 local level or national professional officers. During the period January 2012 to 30 May 2014, OHCHR made 185 selection decisions for positions at the G-5 level and above that were available for one year or longer. The Programme Support and Management Service (PSMS) provided support in financial and human resources planning and management, coordination of staff development activities, general administration, and information management and technology services. PSMS was headed by a Director at the D-1 level who reported to the Deputy High Commissioner. As of July 2014, the Human Resources Management Section (HRMS), which comprised of 15 staff, was headed by a Chief who reported to the Director of PSMS and was responsible for recruitment and staff administration.
6. Comments provided by OHCHR and UNOG are incorporated in *italics*.

### II. OBJECTIVE AND SCOPE

7. The audit was conducted to assess the adequacy and effectiveness of OHCHR governance, risk management and control processes in providing reasonable assurance regarding the **efficient and effective management of the recruitment process at OHCHR**.
8. The audit was included in the 2014 internal audit work plan for OHCHR because of the risk that delays in recruitment of staff and failure to hire staff with the requisite skills could adversely affect OHCHR operations and its capacity to deliver its mandated activities.

9. The key controls tested for the audit were: (a) human resources targets and strategies; and (b) recruitment policies and procedures. For the purpose of this audit, OIOS defined these key controls as follows:

(a) **Human resources targets and strategies** - controls that provide reasonable assurance that human resources targets and strategies are in place to ensure efficient and effective management of the recruitment process.

(b) **Recruitment policies and procedures** - controls that provide reasonable assurance that appropriate recruitment policies and procedures are in place and are consistently followed.

10. The key controls were assessed for the control objectives shown in Table 1. Certain control objectives (shown in Table 1 as “Not assessed”) were not relevant to the scope defined for this audit.

11. OIOS conducted the audit from July to September 2014. The audit covered recruitment cases relating to the period from January 2012 to May 2014 where OHCHR granted appointments of one year or longer. OIOS selected a sample of 20 job openings for detailed review.

12. The audit team conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

### III. AUDIT RESULTS

13. The OHCHR governance, risk management and control processes examined were initially assessed as **partially satisfactory**<sup>1</sup> in providing reasonable assurance regarding the **efficient and effective management of the recruitment process at OHCHR**.

14. OIOS made seven recommendations to address issues identified in the audit. The key control related to human resources targets and strategies was assessed as partially satisfactory because OHCHR needed to: (a) ensure that anticipated job openings were advertised in advance to ensure timely filling of vacancies; and (b) develop an action plan to ensure timely recruitment. The key control related to recruitment policies and procedures was assessed as partially satisfactory because OHCHR needed to ensure that hiring managers establish evaluation scoring criteria beforehand when administering written assessments. UNOG needed to: (a) remind recruiters and central review bodies to use the checklists included in the Inspira Manual as basis for their reviews; (b) maintain and provide statistics for all central review bodies to identify root causes for delays in the review process; (c) seek clarification from Headquarters on whether the training on “Selection & Interviewing based on United Nations Competencies” was mandatory or desirable; and (d) develop a plan to complete the reference checks for OHCHR staff.

15. The initial overall rating was based on the assessment of key controls presented in Table 1 below. The final overall rating is **partially satisfactory** as implementation of seven important recommendations remains in progress.

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<sup>1</sup> A rating of “**partially satisfactory**” means that important (but not critical or pervasive) deficiencies exist in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

**Table 1: Assessment of key controls**

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
<b>Efficient and effective management of the recruitment process at OHCHR</b>	(a) Human resources targets and strategies	Partially satisfactory	Partially satisfactory	Not assessed	Partially satisfactory
	(b) Recruitment policies and procedures	Partially satisfactory	Partially satisfactory	Not assessed	Partially satisfactory
<b>FINAL OVERALL RATING: PARTIALLY SATISFACTORY</b>					

### **A. Human resources targets and strategies**

#### Need to ensure that job openings are advertised well before anticipated vacancies

16. The administrative instruction on the “Staff selection system” requires that job openings expected to become available, for example through retirements, should be advertised at least six months before the anticipated vacancy. The OHCHR Human Resources Management Section (HRMS) monitored positions due for retirement and informed hiring managers at least one year before the expected retirement. Between January 2011 and September 2014, 15 staff members were due for retirement. Six of these posts were abolished. Only one of the remaining 9 positions was advertised six months before the anticipated vacancy and only one position was filled immediately after the retiree left the Organization. OHCHR HRMS had no mechanism in place to monitor delays in advertising the anticipated job openings and report recruitment delays to senior management.

**(1) OHCHR should: (a) advertise the anticipated job openings sufficiently in advance to ensure that the vacancies are filled immediately upon the separation of staff; and (b) establish a mechanism to periodically report delays in recruitment to OHCHR senior management.**

*OHCHR accepted recommendation 1 and stated that it now begins working with hiring managers well in advance of the six month target for issuing vacancy announcements for the retirement of staff (which are regrettably the only separations that can be anticipated) so as to ensure their timely advertisement, and will confirm full compliance by the indicated implementation date. As regards item (b), the updated monitoring table with full details of benchmarks and status, with responsibility indicated, is circulated monthly to all managers and was shared with OIOS; hence this part of the recommendation is considered already implemented. Recommendation 1 remains open pending receipt of documentation from OHCHR showing that anticipated job openings are being advertised sufficiently in advance to ensure that the vacancies are filled immediately upon the separation of staff.*

#### Need to develop a plan for achieving the targets for timely recruitment

17. The commitment of OHCHR for expeditious recruitment was included in the High Commissioner’s Compact with the Secretary-General of the United Nations with a target of 55 working

days for completion of all activities under the High Commissioner's delegated responsibility. This target was not achieved in 2012 and 2013. On average, OHCHR took 106 and 110 working days in 2012 and 2013 respectively to complete the recruitment activities. There was a general recognition at OHCHR that this represented an unsatisfactory performance that was due to a number of different causes. On 1 July 2014, OHCHR Senior Management Team completed a functional review of the Office and identified causes of delays and six actions for improving the recruitment process, namely: establish an office-wide centralized recruitment support unit; review generic job descriptions; reduce clearance steps for field recruitments; automate memoranda; develop guidelines for hiring managers and staff on the recruitment process; and encourage hiring managers to conduct reference checks. The actions included in the functional review, if implemented, may improve the current recruitment process and increase the chances of achieving the recruitment targets. At the time of the audit, the OHCHR Programme and Budget Review Board, which is responsible for recommending to the High Commissioner the final approval of work and cost plans, had not approved the functional review. There was also no formal action plan or timeframe for moving toward the achievement of expected targets of the recruitment process.

**(2) OHCHR should develop an action plan for achieving the target of 55 working days for recruiting staff as established in the OHCHR High Commissioner's Compact with the Secretary-General of the United Nations.**

*OHCHR accepted recommendation 2 and stated that it has developed a plan to strengthen its internal recruitment processes so as to achieve the target; however, given budget reductions for Administration in 2015, that plan has had to be set aside. Further efforts will be made to press hiring managers for more timely action. It is expected that this will be superseded by the introduction of the Mobility scheme in 2016, as Human Rights is part of the first Job Network to move to this new system. Recommendation 2 remains open pending receipt of an action plan for achieving the target of 55 working days for recruiting staff as established in the OHCHR High Commissioner's Compact with the Secretary-General of the United Nations.*

## **B. Recruitment policies and procedures**

There was need to ensure that evaluation/scoring criteria for written tests were established beforehand

18. The Manual for the hiring manager on the Staff Selection System states that the same written assessment exercise should be used for each applicant and the passing grades must be pre-determined. The UNOG guide on Best Practice for the Administration of Written Tests (January 2013) requires that evaluation system/scoring be established and documented in writing beforehand.

19. OHCHR conducted written tests in 15 out of the 20 recruitment cases reviewed. In three cases, the hiring manager had not established the scoring criteria upfront. In one case, this resulted in extended discussion among the panel members to agree on evaluation criteria after the tests had been administered and the answers assessed. To ensure the integrity of the written tests, OHCHR needs to ensure that the evaluation/scoring criteria for the written tests are documented in writing beforehand.

**(3) OHCHR should put in place a mechanism to ensure that hiring managers establish and document the evaluation/scoring criteria for written assessments beforehand.**

*OHCHR accepted recommendation 3 and stated that guidance for OHCHR hiring managers will be shared with OIOS when completed/circulated. Recommendation 3 remains open pending the establishment of a mechanism to ensure that hiring managers establish and document the evaluation/scoring criteria for written assessments beforehand.*

Need to use the checklists included in the Inspira Manual for the review of recruitment cases

20. According to the Manual for the recruiter on the Staff Selection System, prior to submission of the recommended list to the appropriate central review body for its review and endorsement, the staffing table manager (OHCHR HRMS) and the recruiter (UNOG) should ensure that: the applicable procedures were followed during the selection process; all applicants are in a final disposition; and all the necessary fields in the comparative analysis report and transmittal memo were populated. The Manual for the recruiter and the Manual for the central review body advise that both the central review bodies and the recruiter use the same checklist for their review. The checklists are intended to ensure consistency and efficiency of the review process. Out of 20 cases reviewed by OIOS, in eleven cases the central review body requested clarifications from OHCHR which resulted in delays in completing the review process. There was no evidence on file that the recruiter and the central review bodies had used the checklist for review of the recruitment cases, which may have prevented delays stemming from requests for clarification.

**(4) UNOG should remind the recruiter and the central review bodies to use the checklists included in the Inspira Manual as basis for the review of the recruitment process.**

*UNOG accepted recommendation 4 and stated that it already includes checklists from Inspira Manual into training of members of central review bodies. UNOG will remind both recruiters and members of central review bodies about use of checklists from Inspira Manual. Recommendation 4 remains open pending receipt of documentation showing that it has been implemented.*

Need to maintain records and provide statistics to central review bodies about the review process

21. According to the Manual for the central review body on the Staff Selection System, the Secretary of central review bodies (i.e., UNOG) is required to maintain records of the review process and provide statistics as and when required. UNOG maintained a logbook of cases for the Central Review Committee from April 2013 and for the Central Review Board from January 2014. There was no logbook for the Central Review Panel. These logbooks were not used to assess delays and their root causes. In the 20 sample cases reviewed by OIOS, the average time taken by the central review bodies for review of recruitment cases was 25 days, against the target of 7 days. To minimize such delays, UNOG needed to strengthen the monitoring and reporting of the central review bodies' performance and also identify opportunities for improvement.

**(5) UNOG should put in place a mechanism to maintain records and provide statistics for all central review bodies in order to identify root causes of delays in the review process and suggest mitigating measures.**

*UNOG accepted recommendation 5 and stated that it already keeps records of reviews for Central Review Board and Central Review Committee. UNOG will create record-keeping of reviews in Central Review Panel and will improve records with indication of root causes for delays in the review process. Inspira should facilitate extraction of statistical data. Recommendation 5 remains open pending receipt of documentation showing the mechanism put in place by UNOG to complete the record-keeping of the review process and sharing of results to address the root causes for delays in the review process.*

Need to clarify the training requirement for assessment panel members

22. According to the administrative instruction on the “Staff Selection System”, assessment panels normally need to be comprised of at least three members, with two being subject matter experts at the same or higher level of the job opening, at least one being female, and one being from outside the work unit where the job opening is located. According to the Manual for the central review body on the Staff Selection System, interview and selection panel members are required to complete the “Selection & Interviewing based on United Nations Competencies” training. However, UNOG and OHCHR explained that training for panel members was encouraged but not mandatory. The reason was because panel members may not have access to the training at all locations. Therefore, if the requirement was enforced, there would be difficulties and delays in constituting the panels.

23. OIOS reviewed the composition of 13 assessment panels and noted that they were constituted in accordance with the requirements of the administrative instruction. Out of 49 panel members in the cases reviewed, 33 (67%) had completed the “Selection & Interviewing based on United Nations Competencies” training. For the remaining 16 (33%), there was no indication whether the training had been completed. In the 20 sample cases reviewed, at least one member of each assessment panel had completed the training.

24. UNOG needed to seek clarification from the Office of Human Resources Management (OHRM) as to whether the training for panel members is mandatory or desirable. This is essential to mitigate the risk that recruitment actions could be challenged if they were made by panel members who had not been trained.

**(6) UNOG should seek clarification from the Office of Human Resources Management as to whether the requirement for assessment panel members to complete the “Selection & Interviewing based on United Nations Competencies” training is mandatory.**

*UNOG accepted recommendation 6 and stated that it will seek clarification from OHRM regarding the requirement for all assessment panel members to complete the course “Selection & Interviewing based on United Nations Competencies”. As discussed, while it is much easier to achieve 100% training target in Headquarters, it is difficult to achieve such target for field-based staff. UNOG agreed with OHCHR that it would be feasible to allow for assessment panels with a majority of members with the competency-based interviewing training. Recommendation 6 remains open pending receipt of the clarification obtained from OHRM as to whether the “Selection & Interviewing based on United Nations Competencies” training is mandatory or desirable.*

Need to ensure that reference checks are conducted

25. According to the Manual for the hiring manager on the Staff Selection System, the recruiter (i.e., UNOG Human Resources Management Service) shall ensure that reference checks are conducted of the applicants’ academic qualifications, work experience and personal references. Since September 2013, UNOG used the draft “Guidelines – background screening: verification of academic qualifications and employment” for conducting reference checks. At the time of the audit, the guideline had not been finalized. Of the 20 cases reviewed on sample basis, full reference checks were conducted in three cases. In 10 cases, there was evidence of partial reference checks but for the remaining cases, there was no evidence in the personnel files to show that reference checks had been performed. UNOG stated that reference checks were conducted irregularly before September 2013 and at the time of the audit, it was prioritizing the backlog relating to OHCHR staff members (estimated to be 60 staff) that were considered eligible for continuous appointment.



**(7) UNOG should develop an action plan to complete the reference checks of all OHCHR staff.**

*UNOG accepted recommendation 7 and stated that action has been taken to identify staff with no or incomplete reference checks. Action plan is being developed to complete reference checks for OHCHR staff. Recommendation 7 remains open pending receipt of copy of the action plan for completion of reference checks of all OHCHR staff.*

#### **IV. ACKNOWLEDGEMENT**

26. OIOS wishes to express its appreciation to the Management and staff of OHCHR and UNOG for the assistance and cooperation extended to the auditors during this assignment.

(Signed) David Kanja  
Assistant Secretary-General for Internal Oversight Services

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of the recruitment process at the Office of the High Commissioner for Human Rights

Recom. no.	Recommendation	Critical <sup>2</sup> / Important <sup>3</sup>	C/ O <sup>4</sup>	Actions needed to close recommendation	Implementation date <sup>5</sup>
1	OHCHR should: (a) advertise the anticipated job openings sufficiently in advance to ensure that the vacancies are filled immediately upon the separation of staff; and (b) establish a mechanism to periodically report delays in recruitment to OHCHR senior management.	Important	O	Documentation from OHCHR showing that anticipated job openings are being advertised sufficiently in advance to ensure that the vacancies are filled immediately upon the separation of staff.	30 June 2015
2	OHCHR should develop an action plan for achieving the target of 55 working days for recruiting staff as established in the OHCHR High Commissioner's Compact with the Secretary-General of the United Nations.	Important	O	Receipt of an action plan for achieving the target of 55 working days for recruiting staff as established in the OHCHR High Commissioner's Compact with the Secretary-General of the United Nations.	31 December 2015
3	OHCHR should put in place a mechanism to ensure that hiring managers establish and document the evaluation/scoring criteria for written assessments beforehand.	Important	O	Establishment of a mechanism to ensure that hiring managers establish and document the evaluation/scoring criteria for written assessments beforehand.	30 June 2015
4	UNOG should remind the recruiter and the central review bodies to use the checklists included in the Inspira Manual as basis for the review of the recruitment process.	Important	O	Documentation showing that the recommendation has been implemented.	30 June 2015
5	UNOG should put in place a mechanism to maintain records and provide statistics for all central review bodies in order to identify root causes of delays in the review process and suggest mitigating measures.	Important	O	Receipt of documentation showing the mechanism put in place by UNOG to complete the record-keeping of the review process and sharing of results to address the root causes for delays in the review process.	31 December 2015
6	UNOG should seek clarification from the Office of Human Resources Management as to whether the	Important	O	Receipt of the clarification obtained from OHRM as to whether the "Selection &	30 June 2015

<sup>2</sup> Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

<sup>3</sup> Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

<sup>4</sup> C = closed, O = open

<sup>5</sup> Date provided by OHCHR and UNOG in response to recommendations.

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of the recruitment process at the Office of the High Commissioner for Human Rights

Recom. no.	Recommendation	Critical <sup>2</sup> / Important <sup>3</sup>	C/ O <sup>4</sup>	Actions needed to close recommendation	Implementation date <sup>5</sup>
	requirement for assessment panel members to complete the “Selection & Interviewing based on United Nations Competencies” training is mandatory.			Interviewing based on United Nations Competencies” training is mandatory or desirable.	
7	UNOG should develop an action plan to complete the reference checks of all OHCHR staff.	Important	O	Receipt of copy of the action plan for completion of reference checks of all OHCHR staff.	31 December 2015

# **APPENDIX I**

## **Management Response**

## Management Response

## Audit of the recruitment process at the Office of the High Commissioner for Human Rights

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	OHCHR should: (a) advertise the anticipated job openings sufficiently in advance to ensure that the vacancies are filled immediately upon the separation of staff; and (b) establish a mechanism to periodically report delays in recruitment to OHCHR senior management.	Important	Yes	Chief of HRMS, OHCHR	30 June 2015	OHCHR now begins working with hiring managers well in advance of the six month target for issuing vacancy announcements for the retirement of staff (which are regrettably the only separations that can be anticipated) so as to ensure their timely advertisement, and will confirm full compliance by the indicated implementation date. As regards <b>item (b)</b> , the updated monitoring table with full details of benchmarks and status, with responsibility indicated, is circulated monthly to all managers and was shared with OIOS; hence this part of the recommendation is considered <b>already implemented</b> .
2	OHCHR should develop an action plan for achieving the target of 55 working days for recruiting staff as established in the OHCHR High Commissioner's Compact with the Secretary-General of the United Nations.	Important	Yes	Chief of HRMS, OHCHR	31 December 2015	OHCHR has developed a plan to strengthen its internal recruitment processes so as to achieve the target; however, given budget reductions for administration in 2015, that plan has had to be set aside. Further efforts will be made to press hiring managers for more timely action. It is expected that this will be superseded by the

<sup>1</sup> Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

## Management Response

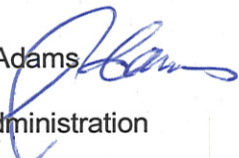
## Audit of the recruitment process at the Office of the High Commissioner for Human Rights

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						introduction of the Mobility scheme in 2016, as Human Rights is part of the first Job Network to move to this new system.
3	OHCHR should put in place a mechanism to ensure that hiring managers establish and document the evaluation/scoring criteria for written assessments beforehand.	Important	Yes	Chief of HRMS, OHCHR	30 June 2015	Guidance for OHCHR Hiring Managers will be shared with OIOS when completed/circulated.
4	UNOG should remind the recruiter and the central review bodies to use the checklists included in the Inspira Manuals as basis for the review of the recruitment process.	Important	Yes			
5	UNOG should put in place a mechanism to maintain records and provide statistics for all central review bodies in order to identify root causes of delays in the review process and suggest mitigating measures.	Important	Yes			
6	UNOG should seek clarification from the Office of Human Resources Management as to whether the requirement for assessment panel members to complete the "Selection & Interviewing based on United Nations Competencies" training is mandatory.	Important	Yes			
7	UNOG should develop an action plan to complete the reference checks of all OHCHR staff.	Important				

TO: Mr. Gurpur Kumar  
À : Deputy Director  
Internal Audit Division, OIOS

DATE: 16 December 2014

REFERENCE: NM/er

FROM: Clemens M. Adams   
DE : Director  
Division of Administration

SUBJECT: **Detailed results of an audit of the recruitment process at the Office of the High Commissioner for Human Rights (Assignment No AE2014/330/01).**  
OBJET : **High Commissioner for Human Rights (Assignment No AE2014/330/01).**

1. UNOG acknowledges receipt of the detailed results of an audit of the recruitment process at the Office of the High Commissioner for Human Rights (Assignment No AE2014/330/01) dated 24 November 2014..
2. We take note of the overall results of the audit and accept the recommendations made to UNOG.
3. Please find attached UNOG's comments with target dates and titles of the individuals responsible for implementing the recommendation under the document Appendix I.
4. I would also like to put on record excellent cooperation and commend extensive consultations the OIOS team had with the UNOG team.

cc: Mr. Zeid Ra'ad Al Hussein, High Commissioner for Human Rights, OHCHR  
Mr. Michael Møller, Acting Director-General, UNOG  
Mr. Kyle Ward, Chief, Resources Management Service, OHCHR  
Mr. Serguei Raskalei, Chief, Human Resources Management Service, UNOG  
Mr. Hugues Noumbissee, Special Assistant to the Director of Administration, UNOG  
Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS

## Management Response

## Audit of the recruitment process at the Office of the High Commissioner for Human Rights

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	OHCHR should: (a) advertise the anticipated job openings sufficiently in advance to ensure that the vacancies are filled immediately upon the separation of staff; and (b) establish a mechanism to periodically report delays in recruitment to OHCHR senior management.	Important	Yes			
2	OHCHR should develop an action plan for achieving the target of 55 working days for recruiting staff as established in the OHCHR High Commissioner's Compact with the Secretary-General of the United Nations.	Important	Yes			
3	OHCHR should put in place a mechanism to ensure that hiring managers establish and document the evaluation/scoring criteria for written assessments beforehand.	Important	Yes			
4	UNOG should remind the recruiter and the central review bodies to use the checklists included in the Inspira Manuals as basis for the review of the recruitment process.	Important	Yes	Chief of HRMS, UNOG	June 2015	UNOG already includes checklists from Inspira Manual into training of members of central review bodies. UNOG will remind both recruiters and members of central review bodies about use of checklists from Inspira Manual.
5	UNOG should put in place a mechanism to maintain records and provide statistics for all central review bodies in order to	Important	Yes	Chief of HRMS, UNOG	December 2015	UNOG already keeps records of reviews for Central Review Board and Central Review Committee .

<sup>1</sup> Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.



## Management Response

## Audit of the recruitment process at the Office of the High Commissioner for Human Rights

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	identify root causes of delays in the review process and suggest mitigating measures.					UNOG will create record-keeping of reviews in Central Review Panel and will improve records with indication of root causes for delays in the review process. Inspira should facilitate extraction of statistical data.
6	UNOG should seek clarification from the Office of Human Resources Management as to whether the requirement for assessment panel members to complete the "Selection & Interviewing based on United Nations Competencies" training is mandatory.	Important	Yes	Chief of HRMS, UNOG	June 2015	UNOG will seek clarification from the Office of Human Resources Management regarding the requirement for all assessment panel members to complete the course "Selection & Interviewing based on United Nations Competencies". As discussed, while it is much easier to achieve 100% training target in HQ, it is difficult to achieve such target for field-based staff. We agree with OHCHR comment that it would be feasible to allow for assessment panels with a majority of members with the competency-based interviewing training.
7	UNOG should develop an action plan to complete the reference checks of all OHCHR staff.	Important	Yes	Chief of HRMS, UNOG	December 2015	Action has been taken to identify staff with no or incomplete reference checks. Action plan is being developed to complete reference checks for OHCHR staff.